HF
5001
.F7+

FORTUNE INDEX

July-December 1951

Volume XLIV

Bold face in body of entry indicates title major article in which reference appears...p. picture, refers to person indexed...

All government agencies, bureaus, departments are under the name of the country

A

ABRAMS, FRANK W.
Board Chairman Standard Oil Co. (New Jersey), management qualifications, sketch, **Its Principles of Management**, p.....Oct 102
Chairman Ford Foundation Advancement of Education Fund, p...Dec 117
ABSTRACT ART See Art—Modern
ACCOUNTING
Facts of LIFO, inventory valuation method, tax aspects, cost problem with falling prices, index number adjustment, compared to FIFO procedure, example.....Dec 77
ACME STEEL CO.
Acme-Morrison metal-stitching machine market widened.....Dec 58
ADAMS, MILDRED
Signed article **Spain as an Investment**, survey impoverished economy under Franco regime, reconstruction and development requirements U.S. aid program related to Western Europe defense system; career.....Nov 98
ADHESIVES
Fix-So new fabric mender marketed on West Coast, composition, sales volume, company expansion problems.....Nov 208
ADMINISTRATIVE PROCEDURE ACT
Supreme Court ruling to clarify ambiguous definition judicial review of agency action.....Oct 158
ADVERTISING
How Good Is "Economic Education"? Brookings Institution survey findings, criticisms mass economic education programs, types .....Jul 122
On average stockholder misleading, case for specific data on trend in broadened ownership.....Aug 65
Welcome Wagon, Inc. novel promotion enterprise expands, international unit planned, hostess system, merchandise gifts to newcomers, special events.....Sep 146
Mechanical elephant feature of Cunningham Drug Stores Michigan chain institutional children's promotion budget.....Sep 182
Unorthodox campaign Robert Moroney Houston, Texas investment broker to sell new stock issue Rhinelander Paper Co., window display grocery goods packaged in paper product.....Oct 144
Spokesmen's concern over "abuses" in radio, television programs, Senator William Benton's bill for reform measures.....Dec 72
Christmas Business, portfolio Roy McKie's cartoon sketches on department store holiday promotion programs, planning.....Dec 103

Newspaper

Newspaper Business: Death of a Formula, prewar rates, traditional circulation milline formula factor in revenue decline U.S. newspaper industry, need for sharp rise, lineage decline June 1951 compared to 1950.....Sep 119

France

Note on Savignac's cow inspiration for cartoon.....Nov 64
Savignac leading European poster artist, gay, simple style, portfolio examples, notes by Leo Lionni.....Nov 105
ADVERTISING COUNCIL, INC.
Economic education program, booklet "Miracle of America," Brookings Institution survey findings **How Good Is "Economic Education"?** .....Jul 86
AEROSOLS
Market growth, 1950 production, sales volume, expansion prospects, types of products.....Dec 173
AFRICA
Notes on current FORTUNE reports on Morocco by Herbert Solow.Sep 74
Watch Morocco, nationalist discontent under rule of French protectorate, flaws in administration, problems facing U.S. mission to secure air bases, policy suggestions.....Sep 95
Private Point Four in Morocco, Herbert Solow's report on North Africa lead-zinc venture, development modern industrial community, U.S. participation, nationalist unrest problem, map...Sep 107
Builders of the Bases, report on U.S. airstrips construction project in Morocco, operating methods.....Dec 93
AGRICULTURE
Profits at Wayside Gardens, report on nursery enterprise in Mentor, Ohio, management, operating methods, earnings record....Sep 104

Economic aspects

Decline in farm products prices, spot commodity levels, trend 1948-1951, chart, table.....Jul 21
Aroostook without Subsidy, advantages discontinuance government crop quota-price supports to Aroostook County potato-growers, 1951 crop, marketing plan, diversification.....Jul 65

Equipment

Daffin Feed-U-Nit portable on-the-farm feed manufacturing plant; light-plane prototype designed for crop dusting, spraying, seeding, fertilizing.....Aug 29
Raspberry picker custom-built for farmer, cost.....Sep 43
Special harvesters for kenaf fiber developed by American Kenaf Fiber Co.....Dec 57

Labor

A.F.L. executive council ends "appeasing" farmers' organizations, Farm Labor Union joins attack on price support issue...Sep 64

Products

Corn crop prospect, slight drop in commodity price futures; table .....Jul 21
First commercial crop kenaf fiber harvested in Florida.....Dec 57

California

Wine from the California Desert, portfolio woodcuts by Antonio Frasconi on southern California wine industry, grape harvesting, preparations for wine press.....Sep 112
AIR BASES See Aviation—Airports
AIR CONDITIONING
Trane Is Profit-Conditioned, Trane Co. pioneer heat transfer, development tube-and-fin coil, equipment manufacturer, No. 3 position in industry, profits record, management, company history .....Aug 85
Frigid Fount cooling pool for homes Texas innovation, C. C. Rouse's idea.....Oct 43
New one-ton, one-hp unit for homes produced by York Co., low-cost basement installation .....Oct 44
New heat-pump unit marketed by General Electric, cools, ventilates, price.....Dec 60
AIRCRAFT INDUSTRY See Aviation—Aircraft industry
AIR LINES See Aviation—Air lines
AIR MAIL See also Aviation—Air mail
AIR MATERIEL COMMAND See United States—Air Force
AIRPLANES See Aviation—Airplanes
AIR PILOTS See Aviation—Pilots
AIRPORTS See Aviation—Airports
AIRPORT SERVICE EQUIPMENT CO.
Hi-lift plane loader production, prices, diverse uses.....Dec 57
AIR POWER
New Order of Power? U. S. expansion program appropriations for fiscal 1953 appraised.....Oct 81
AIRSTRIPS See Aviation—Airports
ALBA FOOTWEAR, INC.
1951 earnings record, production women's lightweight nylon overshoe final success, financial aid.....Nov 128

HF
5001
.F7+

FORTUNE INDEX

July-December 1951

Volume XLIV

Bold face in body of entry indicates title major article in which reference appears...p. picture, refers to person indexed...

All government agencies, bureaus, departments are under the name of the country

A

ABRAMS, FRANK W.
Board Chairman Standard Oil Co. (New Jersey), management qualifications, sketch, **Its Principles of Management**, p.....Oct 102
Chairman Ford Foundation Advancement of Education Fund, p...Dec 117
ABSTRACT ART See Art—Modern
ACCOUNTING
Facts of LIFO, inventory valuation method, tax aspects, cost problem with falling prices, index number adjustment, compared to FIFO procedure, example.....Dec 77
ACME STEEL CO.
Acme-Morrison metal-stitching machine market widened.....Dec 58
ADAMS, MILDRED
Signed article **Spain as an Investment**, survey impoverished economy under Franco regime, reconstruction and development requirements U.S. aid program related to Western Europe defense system; career.....Nov 98
ADHESIVES
Fix-So new fabric mender marketed on West Coast, composition, sales volume, company expansion problems.....Nov 208
ADMINISTRATIVE PROCEDURE ACT
Supreme Court ruling to clarify ambiguous definition judicial review of agency action.....Oct 158
ADVERTISING
How Good Is "Economic Education"? Brookings Institution survey findings, criticisms mass economic education programs, types .....Jul 122
On average stockholder misleading, case for specific data on trend in broadened ownership.....Aug 65
Welcome Wagon, Inc. novel promotion enterprise expands, international unit planned, hostess system, merchandise gifts to newcomers, special events.....Sep 146
Mechanical elephant feature of Cunningham Drug Stores Michigan chain institutional children's promotion budget.....Sep 182
Unorthodox campaign Robert Moroney Houston, Texas investment broker to sell new stock issue Rhinelander Paper Co., window display grocery goods packaged in paper product.....Oct 144
Spokesmen's concern over "abuses" in radio, television programs, Senator William Benton's bill for reform measures.....Dec 72
Christmas Business, portfolio Roy McKie's cartoon sketches on department store holiday promotion programs, planning.....Dec 103

Newspaper

Newspaper Business: Death of a Formula, prewar rates, traditional circulation milline formula factor in revenue decline U.S. newspaper industry, need for sharp rise, lineage decline June 1951 compared to 1950.....Sep 119

France

Note on Savignac's cow inspiration for cartoon.....Nov 64
Savignac leading European poster artist, gay, simple style, portfolio examples, notes by Leo Lionni.....Nov 105
ADVERTISING COUNCIL, INC.
Economic education program, booklet "Miracle of America," Brookings Institution survey findings **How Good Is "Economic Education"?** .....Jul 86
AEROSOLS
Market growth, 1950 production, sales volume, expansion prospects, types of products.....Dec 173
AFRICA
Notes on current FORTUNE reports on Morocco by Herbert Solow.Sep 74
Watch Morocco, nationalist discontent under rule of French protectorate, flaws in administration, problems facing U.S. mission to secure air bases, policy suggestions.....Sep 95
Private Point Four in Morocco, Herbert Solow's report on North Africa lead-zinc venture, development modern industrial community, U.S. participation, nationalist unrest problem, map...Sep 107
Builders of the Bases, report on U.S. airstrips construction project in Morocco, operating methods.....Dec 93
AGRICULTURE
Profits at Wayside Gardens, report on nursery enterprise in Mentor, Ohio, management, operating methods, earnings record....Sep 104

Economic aspects

Decline in farm products prices, spot commodity levels, trend 1948-1951, chart, table.....Jul 21
Aroostook without Subsidy, advantages discontinuance government crop quota-price supports to Aroostook County potato-growers, 1951 crop, marketing plan, diversification.....Jul 65

Equipment

Daffin Feed-U-Nit portable on-the-farm feed manufacturing plant; light-plane prototype designed for crop dusting, spraying, seeding, fertilizing.....Aug 29
Raspberry picker custom-built for farmer, cost.....Sep 43
Special harvesters for kenaf fiber developed by American Kenaf Fiber Co.....Dec 57

Labor

A.F.L. executive council ends "appeasing" farmers' organizations, Farm Labor Union joins attack on price support issue...Sep 64

Products

Corn crop prospect, slight drop in commodity price futures; table .....Jul 21
First commercial crop kenaf fiber harvested in Florida.....Dec 57

California

Wine from the California Desert, portfolio woodcuts by Antonio Frasconi on southern California wine industry, grape harvesting, preparations for wine press.....Sep 112
AIR BASES See Aviation—Airports
AIR CONDITIONING
Trane Is Profit-Conditioned, Trane Co. pioneer heat transfer, development tube-and-fin coil, equipment manufacturer, No. 3 position in industry, profits record, management, company history .....Aug 85
Frigid Fount cooling pool for homes Texas innovation, C. C. Rouse's idea.....Oct 43
New one-ton, one-hp unit for homes produced by York Co., low-cost basement installation .....Oct 44
New heat-pump unit marketed by General Electric, cools, ventilates, price.....Dec 60
AIRCRAFT INDUSTRY See Aviation—Aircraft industry
AIR LINES See Aviation—Air lines
AIR MAIL See also Aviation—Air mail
AIR MATERIEL COMMAND See United States—Air Force
AIRPLANES See Aviation—Airplanes
AIR PILOTS See Aviation—Pilots
AIRPORTS See Aviation—Airports
AIRPORT SERVICE EQUIPMENT CO.
Hi-lift plane loader production, prices, diverse uses.....Dec 57
AIR POWER
New Order of Power? U. S. expansion program appropriations for fiscal 1953 appraised.....Oct 81
AIRSTRIPS See Aviation—Airports
ALBA FOOTWEAR, INC.
1951 earnings record, production women's lightweight nylon overshoe final success, financial aid.....Nov 128

General Index

ALIMONY See Divorce

ALLEN, WILLIAM M.

President Boeing Airplane Co., mobilization program, jet bomber development, **Boeing's Bombers**, p. ..... Sep 102

ALLIS-CHALMERS MANUFACTURING CO.

Narrow-blade tractor bulldozer development ..... Dec 58

ALLOYS See Metals

ALPERT, ROBERT

Alba Footwear, Inc. venture women's nylon overshoe final success, aid, expansion plans, p. ..... Nov 128

ALPHA CHEMICAL CO.

Fix-So fabric mender enterprise, sales volume, expansion problems ..... Nov 208

ALUMINUM

Kaiser Aluminum and Chemical Corp. unit in Kaiser industrial empire, sales volume, founding, finances, rental RFC plants, position among Big Three, **Arrival of Henry Kaiser** ..... Jul 15

Anaconda Copper Mining Co. project, plan for Montana plant .... Dec 118

AMALGAMATED CLOTHING WORKERS OF AMERICA

Hillman Health Center's first report on operation, expansion into larger quarters planned ..... Oct 66

Sidney Hillman's liberal leadership, aims reviewed, **Labor's Coming of Middle Age** ..... Oct 115

AMERICAN AIRLINES, INC.

Big-Money Airline, report on competitive leadership among domestic "Big Four", 1951 record traffic, revenue, history of growth, deficit recovery, operating management under President C. R. Smith, Economic Planning Division, scheduling system, decentralization, routes, Overseas sale ..... Dec 87

AMERICAN AIRLINES DE MEXICO, S.A.

Operating record, management, value to parent company ..... Dec 158

AMERICAN CHEMICAL SOCIETY

Seventy-fifth anniversary celebrated in New York convention, jubilee dinner ..... Oct 128

AMERICAN FARM BUREAU FEDERATION

A.F.L. ends "appeasing," charges reactionary swing in defending farm price supports ..... Sep 64

AMERICAN FEDERATION OF LABOR

New York State convention omits customary invitation to Governor Dewey, with President Tom Murray criticized for failure to oppose Hughes-Brees bill limiting scope of unemployment act ..... Aug 50

Executive council ends "appeasing" farm organizations, Farm Labor Union joins attack on farm price support ..... Sep 64

Withdrawal from United Labor Policy Committee analyzed, basic issues, relative C.I.O. size factor ..... Oct 60

C.I.O. convention's bellicose attitude; League for Political Education's survey 1951 congressional voting record; Building Trades Department dispute, Kentucky atomic plant dispute ... Dec 47

AMERICAN FEDERATION OF MUSICIANS

Petrillo reviews technological results of abandoning fight for ban on recordings at convention, Music Performance Trust Fund promotes public appreciation to create employment, records, royalties, new TV contract ..... Aug 48a

AMERICAN ISRAELI PAPER MILLS, LTD.

New enterprise, financing, Prime Minister Ben-Gurion's deal .... Sep 128

AMERICAN KENAF FIBER CORP.

Development special harvesting equipment for Kenaf fiber ..... Dec 57

AMERICAN MARKETING ASSOCIATION

Four market consultants elected to Marketing Hall of Fame ..... Nov 124

AMERICAN MOLLERIZING CO.

Introduces steel "mollerizing" process in U.S., test plant ..... Dec 60

AMERICAN OVERSEAS AIRLINES, INC.

Sale to Pan American reviewed, high operating costs factor ..... Dec 90

AMERICAN SMELTING AND REFINING CO.

Steelworkers' strike at Garfield, Utah plant, demands, WSB action ..... Oct 59

AMERICAN TELEPHONE AND TELEGRAPH CO.

Microwave relay communications system construction project .... Jul 79

New top managers, Cleo F. Craig President, Hal S. Dumas Executive Vice President ..... Sep 130

Radio-relay station on Mount Rose, Nevada in new coast-to-coast microwave system ..... Oct 149

Cleo F. Craig new President, corporate expansion program, qualifications as company career man, portrait sketch ..... Nov 116

ANACONDA COPPER MINING CO.

William H. Hoover President, aluminum project, Harvey Machine Co. partnership prospect ..... Dec 118

ANDERSON, HARRY

Industry witness for productivity wage increases at WSB hearing ..... Jul 42

ANGLO-AMERICAN OIL CO. See Esso Petroleum Co., Ltd.

ANTITRUST See Trusts, Industrial

APPROVED FIRE EQUIPMENT CO.

Emergency rescue fire truck design, company management, orders ..... Sep 176

ARABIAN AMERICAN OIL CO.

Progressive economic development program, projects, relations with Saudi Arabian Government, company ownership, interests ..... Aug 96

Documentary film *Miyah* Saudi Arabian public relations project. Oct 112

Performance as affiliate Standard Oil Co. (New Jersey), practical diplomacy, social responsibility, 1950 earnings record, table, properties and marketing, map, **Foreign Policy of the Jersey Company** ..... Nov 185

ARCHITECTURE

Notes on FORTUNE portfolio new G. M. Technical Center designed by Eero Saarinen ..... Dec 39

G. M. Technical Center, portfolio color photographs by Ezra Stoller, notes new modern laboratory, correlated architectural engineering achievement, ground plan, diagram ..... Dec 82

ARGENTINA

Industries and resources

Position Standard Oil Co. (New Jersey) affiliates, native staff, labor benefits, government relations, long-term agreement proposals, state-owned enterprise, production, map ..... Nov 196

ARMAMENTS

Question of weapons production schedule after mid-1952 with tooling complete, reserve stockpile ..... Aug 17

Letdown? It's Time for a Step-Up, case for intensified rearmament efforts despite Korean truce, fiscal diplomatic aspects ... Aug 63

New Order of Power? question of new U.S. weapons, West's gains, atomic developments, unchallengeable superiority over Soviet, risks of war "initiative" ..... Oct 82

Current arms deliveries rate, defense program spending, 1952, 1953-55 projections, chart, components bottleneck problem .... Dec 26

ARMATURES

New automatic winder at Ford Motor plant, Cleveland Electric Equipment Co. designer ..... Sep 49

AROOSTOOK COUNTY See Maine

ART

Artists

See also names of artists

Savignac independent leading European poster artist, porfolio examples, Leo Lionni's notes on gay, humorous style, p. ..... Nov 105

Cartoons

"Officer! Arrest That Man. He's Following Me!" labor view of business attitude on wage-price relationships ..... Jul 42

"Adventures in Videoland": television industry problems ..... Aug 74

Labor series self-image role in U.S. society ..... Sep 86

Labor on U. S. unions' fight against Communism ..... Sep 204

On Russian slave labor ..... Sep 206

On television show prompting from *New Yorker* ..... Nov 165

Notes on Roy McKie's FORTUNE portfolio on Christmas ..... Dec 39

"A Furnished Room": on Winston Churchill and Anthony Eden, new British Government problems by Czermanski ..... Dec 78

Christmas Business, portfolio Roy McKie's caricature drawings on department store holiday merchandising programs ..... Dec 103

Drawings

See also Art—Cartoons, Woodcuts; Charts and Diagrams

FORTUNE Art Director Leo Lionni's concept of kind of abstract art interesting typical FORTUNE subscriber ..... Jul 56

Illustrations Boeing Airplane Co. jet bomber plant production, executives by Mitchell Jamieson ..... Sep 98

Sketches illustrations corporation wife, social role by Bernarda Bryson ..... Oct 86

Sketch of corporation executives and wives by Bernada Bryson .. Nov 110

Sketches of construction "stiffs" U.S. overseas construction workers by Honore Sharrer ..... Dec 96

Modern

FORTUNE Art Director Leo Lionni's concept of kind of abstract art interesting typical FORTUNE subscriber ..... Jul 56

Paintings

Illustrations Boeing Airplane Co. jet bomber plant, production by Mitchell Jamieson ..... Sep 96

Public Relations for the Long Pull, portfolio Standard Oil Co. (New Jersey) promotion program, Italian subsidiary's contest idea, prize-winners, Cuban office building decorating project ... Oct 108

Joseph E. Seagram and Sons picture-lending library for employees ..... Oct 164

Posters

Savignac leading European artist, portfolio examples, Leo Lionni's notes, flamboyant, humorous style ..... Nov 105

Woodcuts

Wine from the California Desert, portfolio by Antonio Frasconi on southern California wine industry, notes on art technique ... Sep 112

France

Savignac leading European poster artist, flamboyant style, portfolio examples, notes by Leo Lionni ..... Nov 105

ARTISTS See Art—Artists

ATLAS CONSTRUCTORS

Builders of the Bases, joint venture Moroccan airstrips construction project, management, bosses, operating procedure ..... Dec 94

ATLAS SUPPLY CO.

Sky merchant air tour T.B.A. products promotion stunt in Europe protested, monopoly charges against Esso, boycott ..... Nov 195

ATLEE, CLEMENT
Performance, consequences of Labor Government's economic policies, planning program, inefficiency, costs, John Jewkes' observations, **Socialism's Legacy to Churchill**.....Dec 79
ATOMIC POWER
Ion-exchange chromatography for chemical-separation problems, diagram, **Plastics That Sort Atoms**.....Jul 109
Profits and Plutonium, AEC-industry partnership agreement for study feasibility private operation reactors reviewed, aims, commission members, function.....Aug 66
Chronology of AEC plant expansion, development new uranium sources, "breeder" reactor experiment, new weapons, military importance, **New Order of Power?**.....Oct 82
Work stoppages at Paducah, Kentucky gaseous-diffusion plant construction project, dispute issues, settlement terms.....Dec 52
AURORA (HOTEL) See Hotels—Canada
AUTOMOBILE INSURANCE See Insurance—Automobile
AUTOMATIC MACHINERY See Machinery, Automatic
AUTOMATIC TRANSPORTATION CO.
Builds super-lift truck to handle automobile dies.....Jul 32
AUTOMOBILES
Kaiser-Frazer: "The Roughest Thing We Ever Tackled", history of founding, financing, competitive challenge, merits of cars, production and marketing problems, earnings, prospects..Jul 74
Buffalo industry, plants, components production, **Made in Buffalo**.Jul 97
Long-range market trend, demand decline signs, saturation issue, relation to production growth 1920-1951 (est.), chart.....Nov 25
Trailer-coach industry's position, 1951 earnings record, production, market, features modern coach.....Dec 163

Design

Pinin Farina of Italy designs new Nash line.....Nov 118
New Willys shorter than average.....Dec 62

Equipment and parts

Automatic watch steering wheel attachment Oldsmobile feature, inventor-producer, price.....Dec 57

Labor

See also United Automobile Workers of America
First year U.A.W.-G.M. escalator cost-of-living wage contract success, Walter Reuther's leadership against tight wage controls, testimony for productivity raises at WSB hearing.....Jul 41
Wages comparable to steel, flexible ceiling, escalator formula, January 1950-July 1951, chart.....Nov 49

Great Britain

Vauxhall Velox new sedan on display at Festival of Britain.....Nov 44
AVIATION

Aircraft industry

In Buffalo, Bell and Twin Coach, production, earnings, defense orders, **Made in Buffalo**.....Jul 98
Notes on FORTUNE report on Boeing Co., artist's illustrations...Sep 74
Shortage of engineers, "flesh-peddling" agencies, dummy hiring companies.....Sep 93
Boeing's Bombers, report on progress Boeing Co. mobilization program, $1 billion order backlog, development jet atomic bomb carriers, design features, shift from experimental to mass production, shortage skilled labor, engineers problem, finances, earnings, question of peacetime transition, company history..Sep 96
Tooling Up by Telescope, report on precision optical tooling system developments, instruments, principles, operation, adaptation British technique, Republic Aviation-Air Materiel Command research, diagrams.....Oct 120
Five airframe and power-plant companies have $1 billion backlog defense orders, 1950 sales volume, presidents.....Oct 128
Notes on FORTUNE report on shortage forging presses.....Dec 39
Presses for the Jet Age, report on U. S. technological lag, deficiency big forging presses for fabrication modern planes, delays in construction program, Air Force contracts, compared to Russian record, German progress, technical value, cost savings, 1953-1954 outlook, diagrams.....Dec 111

Air lines

Public Relations Gone Wild, note on pilot's informing passengers on flight conditions in soupy weather over public address system.....Jul 66
Alfons Landa named President Colonial Airlines to replace Sigmund Janas result of CAB mismanagement charges, recommendation.....Aug 18
Midway Airlines first air taxi shuttle service Chicago municipal airport and suburban airfield, financial backing, expansion plans.....Sep 156
Wars of the International Airlines, report on P.A.A.-T.W.A. controversy over North Atlantic routes, T.W.A. proposals to abolish "point-to-point" competition, redistribution Middle East routes, question of CAB certification renewal, Senate bill to separate subsidy from air-mail pay, rate adjustment, foreign, diplomatic angle, passenger traffic, all-year tourist fare question, basic issue U. S. air policy, map.....Oct 96
Big-Money Airline, report on American Airlines' competitive leadership among domestic "Big Four," 1951 record in traffic, revenue, history of growth, recovery from deficit, operating management, scheduling system, regional decentralization, routes, interchange agreements, seat inventory device, low-priced fares, maintenance program. pilots' payroll.....Dec 87

Mexico

American Airlines de Mexico, S.A., operating record, management.....Dec 158

Air mail

Senate bill to separate subsidies from international pay, hearings, testimony, proposal for rate adjustment to Universal Postal Union levels, foreign and diplomatic angle, **Wars of the International Airlines**.....Oct 96

Airplanes

Light prototype for crop dusting, spraying, seeding, fertilizing designed for CAA.....Aug 30
Southwest Airmotive Co. super filling station service for business planes at Dallas airfield, earnings record.....Oct 161
Bombers
Boeing's Bombers, report on progress Boeing Co. mobilization program, $1 billion order backlog, development jet atomic bomb carriers, B-47, B-52 prototype, design features, equipment, performance, speed, shift from experimental to mass production, problems, costs, company history.....Sep 96

Airports

"Clamshell" hangar of structural steel new device at Cherry Point Air Station in North Carolina, chief use turn-around maintenance.....Oct 44
Southwest Airmotive Co.'s super filling station service for business planes at Love Field in Dallas, Texas, 1951 earnings record, contract to refuel military planes.....Oct 161

Morocco

U.S. interest in new air bases, political and economic problems related to policy suggestions, **Watch Morocco**.....Sep 95
Builders of the Bases, report on U S. airstrips construction project near Casablanca, joint corporate venture, Army supervision, French agreement, operating methods.....Dec 93

Equipment and parts

Cargo plane loading conveyor jack to be used with freight elevator developed by Lockheed.....Sep 44
Mechanical conveyor-belt plane-loader in operation at Kelly Air Force Base, commercial possibilities under study.....Nov 43
Hi-lift plane loader truck attachment, prices, producer.....Dec 57
Electronic "Reservisor" device for airline passenger seat inventory.....Dec 160

Hangars

Constructed of concrete at Wright Field relatively undamaged by fire.....Aug 110
"Clamshell" hangar of structural steel new device at Cherry Point Air Station in North Carolina, chief use turn-around maintenance.....Oct 44

International aspects

Wars of the International Airlines, report on P.A.A.-T.W.A. controversy over kind of competition North Atlantic routes, Senate bill to separate subsidy from air-mail pay, foreign and diplomatic angle, obstacle to bilateral air-transport agreements, basic issue U. S. air policy, flights U. S. and foreign lines, map.....Oct 96

Military

Boeing's Bombers, report on progress Boeing Co. mobilization program, development jet atomic bomb carriers, design features, performance, fabrication.....Sep 96

Pilots

American Airlines, Inc. payroll, month's record of captain's wages, increase under new union contract.....Dec 160

Routes

Wars of the International Airlines, report on P.A.A.-T.W.A. controversy over kind of competition North Atlantic routes, T.W.A. proposals to abolish "point-to-point" competition, redistribution Europe to Middle East routes, outlook for revival "chosen instrument" debates, foreign and diplomatic angle, basic issue U.S. air policy, map.....Oct 96
AYER, N. W., AND SON
Warner S. Shelly promoted President, Harry A. Ratten Chairman.....Dec 120

B

BACKWARD STATES
Hervey Foundation scheme to industrialize, build factories questionable business Point Four venture.....Aug 66
Ford Foundation $5 million fund for overseas development, aims explained by **Paul Hoffman**.....Sep 83
Private Point Four in Morocco, Herbert Solow's report on French architect **Jean Walter's** venture, development modern industrial community, U. S. technology contributions, example binational private initiative to develop backward areas, nationalist unrest problem, map.....Sep 107
BAKELITE
Invention, process applied in production Formica, patent dispute.....Oct 118

BAKER, WILLIAM R., JR.
Sets up Crusade for Freedom Committee for 1951, New York fund drive, p. Oct 130
BAKER MANUFACTURING CO.
Narrow-blade tractor bulldozer development Dec 58
BALANCE OF PAYMENTS
British crisis consequence of Labor Government's planning policies, exchange controls, John Jewkes' observations, **Socialism's Legacy to Churchill** Dec 178
BANKERS TRUST CO.
Commercial National Bank and Trust merger, motives Jul 67
Wall Street off-the-record businessmen's forums success Nov 120
BANK OF AMERICA NATIONAL TRUST AND SAVINGS ASSOCIATION
Lawrence M. Giannini President, power as banker, FRB Transamerica Corp. holding company dispute, growth Aug 13
BANKRUPTICIES
Otis and Co. technically bankrupt to avoid paying $3 million award to Kaiser-Frazer Corp. in suit for reneging stock issue Sep 126
BANKS AND BANKING
See also Credit; Investment Banking; Loans
Bankers Trust Co.-Commercial National Bank and Trust merger, motives, reflects change in banking as service industry Jul 67
Lawrence M. Giannini President California's Bank of America, power as banker, Transamerica Corp. holding company FRB dispute, growth Aug 13
Bankers Do a Job, report on Voluntary Credit Restraint Committee, organization, anti-inflation program curb on nonessential loans, screening methods, typical cases Oct 93
Marriner S. Eccles Chairman First Security Corp. Salt Lake City bank-holding company following FRB resignation Nov 118
"Kiddie Koop" baby-deposit service-sales promotion idea at Lincoln National Bank, Newark, New Jersey Nov 206

Spain

Industry's strong position in Franco regime, credit system for public works, industrial reconstruction, Bank of Spain's aid, **Spain as an Investment** Nov 134
BARDEEN, JOHN
Development transistor, principle, diagrams, **Electronics Era** Jul 81
BARRIGER, JOHN W.
Champion of "super railroading," modernization Chicago, Indianapolis and Louisville, sketch, p. Nov 119
BASALDELLA, AFRO
Painting of refinery prize winner in Esso Standard Italiana art contest Oct 110
BASIC REFRACTORIES, INC.
Giant rotary kiln at new plant Jul 32
BATTEN, HARRY A.
New Chairman N. W. Ayer and Son, Inc., p. Dec 120
BEALL, WELLWOOD E.
Vice President Boeing Airplane Co., mobilization jet bomber development program, **Boeing's Bombers**, p. Sep 103
BECK, DAVE
Campaign to oust Harry Bridges from I.L.W.U., Teamsters' warehouse organizing drive Nov 54
BEDFORD, CLAY
Role in Kaiser enterprises, promotion Kaiser-Frazer Corp., ODM appointment, **Kaiser-Frazer: "The Roughest Thing We Ever Tackled"**, p. Jul 77
BEEF See Meat
BELL, DANIEL
Notes on current FORTUNE report on labor-management communication problem Sep 70
Signed article **Language of Labor**, examination of U. S. labor movement's aggressive rhetoric, hostility to business Sep 86
Signed article **Labor's Coming of Middle Age**, report on U. S. labor movement's social and political perspectives, shift from "left" orientation to traditional "market unionism" Oct 114
BELL AIRCRAFT CORP.
Production, earnings growth, defense orders, **Made in Buffalo** Jul 98
BELT CONVEYORS See Conveying Equipment
BEN-GURION, DAVID
Deal to finance Israel paper mill enterprise, p. Sep 128
BENNETT, HARRY
We Never Called Him Henry ghosted memoirs on Ford Co. labor relations, rev. Nov 50
BENTON, WILLIAM
Senate's approval foreign-aid law amendment to curb European cartel practices, foster labor unions Nov 74
Response to Raymond Rubicam's letter criticizing radio, television programs, reform bill proposal Dec 72
BETA RAY GAUGE See Gauges
BETHLEHEM STEEL CO.
Salvages scrap at automobile demolition graveyard, method Nov 40
B-47 (AIRPLANE) See Aviation—Airplanes—Bombers
B-52 (AIRPLANE) See Aviation—Airplanes—Bombers
BIG Y MARKET
Installs "Rest-A-Check" turntable with seats for customers at paying station Jul 34
BIRDS
Twin City Pigeon Eliminating Co. extermination service, trap method, clients Nov 176
BLACKWELL, OTTO B.
Engineering record, Institute of Electrical Engineers 1950 Edison Medalist, p. Sep 214
BLAW-KNOX CO.
W. Cordes Snyder Jr. appointed President Nov 122
BOARDS OF DIRECTORS See Corporations
BOATS
Airborne all-metal lifeboat developed, producer Aug 26
BOEING AIRPLANE CO.
Designs simplified electronic computers Aug 30
Notes on FORTUNE report, artist's illustrations Sep 74
Boeing's Bombers, report on progress mobilization program, $1 billion order backlog, development jet atomic bomb carriers; B-47, B-52 prototype, design features, shift from experimental to mass production, other products, earnings, company history Sep 96
Anti-fouling spark plug development Dec 60
BOMBERS See Aviation—Airplanes—Bombers
BONDS
Market more stable result of unpegging government bonds, yields 1948-1951, chart Sep 28
West Virginia issue to finance veterans' bonus screened by Voluntary Credit Restraint Committee Oct 94
BONDS, GOVERNMENT
Deflationary effects Federal Reserve's unpegging price, new Treasury offer, **Those "Feeble" Indirect Controls** Jul 65
BONNY, JACK
Management Atlas Constructors Morocco airstrips project, **Builders of the Bases** Dec 94
BONUS, VETERANS See Veterans
BOOKS
Compensating the Corporate Executive
By George T. Washington and V. Henry Rothschild II, notes on FORTUNE summary Dec 39
FORTUNE summary **How to Pay Executives** Dec 107
God and Man at Yale
By William F. Buckley Jr., campus conservative revolutionary phenomenon Nov 75
We Never Called Him Henry
By Harry Bennett, rev., ghosted memoirs Ford Motor Co. labor relations Nov 50
BOOTS
Alba Footwear, Inc., earnings record, venture production women's lightweight nylon overshoe final success Nov 128
BORDEN, NEIL H.
Elected to Marketing Hall of Fame, p. Nov 124
BOTTLES
New plastic gallon bottle tested, advantages, manufacturer Oct 47
BOYER, HAROLD R.
Appointed Aircraft Production Board Chief, p. Sep 132
BRADEN COPPER CO.
Kennecott Copper Corp. subsidiary in Chile, mine, smelter properties, portfolio photographs, notes, **Kennecott in Chile** Nov 84
BRANDEWIEDE, GREGORY J.
Vice President American Airlines, Inc., management role, **Big-Money Airline** Dec 154
BRATTAIN, WALTER H.
Development transistor, principle, diagrams, **Electronics Era** Jul 81
BRAZIL

Industries and resources

Norbert McKenna New York investment banker promotes oil project, efforts to meet law against foreign companies Oct 128
Standard Oil Co. (New Jersey) affiliate's position, public relations program to counter opposition, law against foreign-controlled companies, map, **Foreign Policy of the Jersey Company** Nov 200
BRIDGES, HARRY
West Coast power continuing despite I.L.W.U. expulsion from C.I.O., sympathy demonstration for C.I.O. Marine Engineers' jurisdictional strike, A.F.L. campaign against Nov 52
BRIGGS, THOMAS W.
Welcome Wagon, Inc. sales promotion enterprise expansion Sep 146
BRIMSTONE See Sulfur
BROOKINGS INSTITUTION
How Good Is "Economic Education"? condensation comprehensive report economic education in U.S., agencies, academic, private non-profit and "special-interest groups" programs Jul 84
Dr. Robert De B. Calkins appointed President to succeed Dr. Moulton on retirement Nov 122
BROTHERHOOD OF LOCOMOTIVE ENGINEERS
Refuses to negotiate contract, holds out for demands, major problems Jul 44
BROTHERHOOD OF LOCOMOTIVE FIREMEN AND ENGINEMEN
Refuses to negotiate contract, holds out for demands, major problems Jul 44
BROTHERHOOD OF RAILROAD TRAINMEN
Twenty-six-months dispute settled, terms, opposition Jul 44
Railway Labor Executives' Association protests approval bill to amend Railroad Retirement Act Oct 66
BRYAN, MRS. J. M.
Jefferson Standard Life Insurance Co. family control dispute, p. Nov 118

BRYANT AND DOZIER
Prestressed concrete interest, utilization, construction projects, volume growth, **New Ways with Concrete**....Aug 110
BRYSON, BERNARDA
Drawings illustrations corporation wife, social role....Oct 86
Sketch drawing of corporation executives and wives....Nov 110
BUCHMAN, LOUIS
General Manager Western Mining Division, **Kennecott Copper & Cash**, p....Nov 172
BUCKLEY, WILLIAM F.
God and Man at Yale, rev., campus conservative revolutionary phenomenon....Nov 75
BUCKMASTER, LELAND S.
President United Rubber Workers to press huge wage demands, militant union management, opposition, p....Jul 45
BUDD, JOHN M.
New President Great Northern Railroad, p....Jul 24
BUFFALO, NEW YORK
Made in Buffalo, portfolio photographs by Victor Jorgensen, notes on diversified industries....Jul 91
BUILDING
Fred C. Trump's record as New York residential builder, 1950 volume, apartment innovations....Nov 119
Total construction declines, 1950-1951, chart....Dec 25
Builders of the Bases, report on Morocco airstrips construction project, joint venture, firms, operating management, bosses, labor force, "stiffs," other overseas firms, current contracts...Dec 93
BUILDING MATERIALS
Formica Is on Top, report on Formica laminated plastic decorative material, properties, processing, uses, company management, finances, growth....Oct 116
Greek pumice used in concrete blocks production, U.S. market..Nov 152
BULLDOZERS
Power bulldozers used for unloading ore at docks....Nov 44
Narrow-blade tractor bulldozer legal for U.S. highways developed....Dec 58
BURCK, GILBERT
Notes on record as FORTUNE editor, bibliography of stories....Oct 74
Signed article **Jersey Company** two-part study on Standard Oil Co. (New Jersey) parent company, management principles, domestic affiliates' performance, case history model U.S. corporation....Oct 98
Signed article **Foreign Policy of the Jersey Company** in Standard Oil Co. (New Jersey) series, overseas operations, affiliates, development practical diplomacy....Nov 81
BURLINGTON MILLS
Kenneth Collins and Herbert M. Kaiser new Vice Presidents, 1950 sales volume....Nov 122
BURNHAM, ELIZABETH A.
Member Harvard business school faculty, p....Dec 124
BURNS, HENDRY S. M.
President Shell Oil Co., management record, portrait sketch, p...Sep 124
BUSH, VANNEVAR
Award 1951 John Fritz Medal in engineering, p....Sep 213
BUSINESS AND INDUSTRY
See also names of countries—Industries and resources; Corporations; Production
Expansion and Gloom, industrial paradox in long-range $100 billion plans for expansion, pessimism over socialist trend since World War II....Nov 73

Business Roundup

Selective readjustment pattern continuing, inflationary potentials, 1952 market demand for capital goods, rise in gross national product, "real" wages, downward price trend, charts, new processes, executive appointments, random news....Jul 17
Outlook for continuing letdown, readjustment, "deflationary gap" in 1952, effects of defense slowdown, Korea cease-fire talks, consumers' position, charts, executive appointments, new products and processes....Aug 13
Effects of defense program on economy, boom prices, inflation question, rise in national product, decline in consumer spending, supply shortages, 1952 outlook, charts....Sep 25
Reorganization department with current issue....Sep 70
Sharp rise in industrial production, per man-hour productivity last three years, potential increase, lower inflation pressure, general autumn outlook in defense boom, charts....Oct 25
Long-range trend 1950 decade post-defense economy, extreme high and low projections, business expansion plans, confidence in normal growth factor, civilian market demand, saturation issue, short-term outlook, prices, income, charts....Nov 25
Prosperous defense economy without inflation, weaknesses, prospective 1953 fiscal defense budget, 1952, 1953-55 projections on spending, arms deliveries, components bottleneck, purchasing power of an hour's work, charts....Dec 25

Management

Charles A. Thomas promoted President Monsanto Chemical Co., interest in industrial research, management record, portrait sketch, p....Jul 17
Lawrence M. Giannini President Bank of America, power as West Coast banker, portrait sketch, p....Aug 13
Effects of high taxes on executives' incentive, mobility, Harvard Business School study findings, vacation question....Aug 64
Conference at Corning, photographic essay on round tables top industrial leaders, intellectuals on problems of industrial civilization, aim to resolve misunderstanding between intellectual and businessman in free society....Aug 89
Professor Allan Nevins sees U.S. history revised to restore prestige....Sep 83
Professor Hook's Bargain, criticisms current FORTUNE article on U.S. businessmen's narrow concept of freedom based on free market system....Sep 85
U.S. labor movement's hostility, accusatory rhetoric explained, cartoons, **Language of Labor**....Sep 87
Bread, Freedom and Businessmen, Sidney Hook's case for leadership to strengthen strategic political and cultural freedoms to implement American way of life, conflict in identification with free enterprise economic system....Sep 117
H. S. M. Burns new President Shell Oil Co., management record, portrait sketch; other executives in news, promotions, government appointments, **People**, p....Sep 124
Notes on editorial research on current FORTUNE study on executives' wives....Oct 76
Wives of Management, William H. Whyte Jr.'s study of ideal corporation wife of younger generation prospective top executives from viewpoint management, women themselves, based on FORTUNE survey findings, rules on behavior....Oct 86
Manly Fleischmann's appointments as Administrator NPA, DPA, qualifications; month's news on executive appointments, promotions, modest present-day living standards, **People**, p...Oct 125
Reader's reaction to FORTUNE report on executives' wives, newspaper man's comment, editorial research on series....Nov 64
In Praise of the Ornery Wife, reflections on FORTUNE studies on executives' wives, group conformity....Nov 75
Corporation and the Wife, William H. Whyte's second of FORTUNE two-part study wife-executive-corporation triangle, corporation viewpoint, personnel question coming generation executives, screening methods, integration program....Nov 109
Cleo F. Craig new President A.T.&T., corporate expansion program, qualifications as company career man, portrait sketch; other personalities in the news, appointments, promotions, **People**, p....Nov 116
Notes on current FORTUNE condensation *Compensating the Corporate Executive* by George T. Washington and V. Henry Rothschild II....Dec 39
How to Pay Executives, summary of authoritative study *Compensating the Corporate Executive* by George T. Washington and V. Henry Rothschild II, top management rewards, incentives, corporate practices, "reasonable" compensation question, tax aspect, legal restrictions, suits, court decisions, take-home pay $25,000-$300,000 income after 1952 taxes, net value $10,000 raise, table....Dec 107
John L. McCaffrey new President International Harvester Co., qualifications, career, portrait sketch; other news, recent promotions, women executives, **People**, p....Dec 114

Military conversion

Defense Department insistence on broadening defense production facilities, aim to facilitate full mobilization....Jul 64
Five-Year "Gravy", fast tax write-offs for defense plants expansion, need for revision in Administration policy, sixty-day moratorium....Oct 85

Regulation

Walter Reuther's leadership against tight wage controls, testimony at WSB hearing on productivity increases over 10 per cent formula....Jul 41
Wage-price controls attacked by United Mineworker's executive board....Jul 48
Those "Feeble" Indirect Controls, note on deflationary results Administration's mild monetary measure, unpegging Government bonds, policy split on direct vs. indirect controls....Jul 65
Rubber: Government and Glut, faults in federal control, allocations rubber supplies, synthetic production....Oct 94
Supreme Court decision against federal injunction to escape state regulatory legislation, ruling on ambiguous law judicial review of agency action, NLRB order....Oct 158
Businessmen's concern over government controls, effect on industry since World War II, paradox of long-range expansion plans, **Expansion and Gloom**....Nov 73

Small business

Omaha Industries, Inc. nonprofit production pool for defense contracts, volume business....Oct 172
BUSINESS ROUNDUP See Business and Industry—Business Roundup
BUSTAMANTE, INEZ S.
Named President new Havana Stock Exchange, p....Jul 22
BYMART, INC.
Tintair new home hair colorer venture, first year's market success, product development and sales promotion program, organization, executives....Nov 102
BYOIR, CARL
Tintair new home hair colorer venture, first year's market success, product promotion program, enterprises, p....Nov 102

C

CALCULATING MACHINES
Developments in electronic computers reviewed, analogue, digital types, REAC, SEAC, SWAC, MADDIDA, **Electronics Era**....Jul 136

Boeing Aircraft designs simplified analogue electronic computers to solve dynamic problems....Aug 30
Table model electronic digital computing machine for factory, office developed by Jacobs Instrument Co., price....Dec 60
CALIFORNIA

Industries and resources

Wine from the California Desert, portfolio woodcuts by Antonio Frasconi on southern wine industry....Sep 112
CALKINS, ROBERT DeB.
Appointed President Brookings Institution, p....Nov 122
CANADA

Industries and resources

Aurora hotel war veteran's enterprise in Northwest wilderness starts town's development....Sep 172
Kennecott's Titanium Venture, progress Quebec Iron and Titanium Corp. enterprise in wilderness, prospecting and mine development, plant installation, processing....Nov 96
New uranium mine in northwestern Saskatchewan, government company ownership, sale monopoly....Nov 158
CANALS
Chicago River, portfolio Walker Evans' photographs on city Waterway, Sanitary and Ship Canal, freight volume, pollution problem....Aug 99
CANNING
Canned saltless meat for salt-free diets Richard Somers' and Peter Hilton's enterprise, financing, profits....Oct 218
CAPITAL
See also Investments
Slow growth in liquid cash assets in relation to gross national product, trend 1916-1951, chart....Oct 30
CAPITAL-GAINS TAX See Taxation—Income
CAPITAL GOODS
Outlook for 1952 demand, industry expansion appraised....Jul 20
Trend in market demand, decrease in 1952....Oct 28
CAPITALISM
See also Free Enterprise
Notes on The Permanent Revolution, further examples modern developments in U.S....Jul 67
Notes on The Permanent Revolution, changes in modern U.S., miscellaneous items....Aug 64
Notes on The Permanent Revolution, various incidents reflecting modern clanges in U.S. system....Sep 83
Notes on The Permanent Revolution, further incidents pointing up revolutionary developments in U.S. system....Oct 82
Jersey Company, Gilbert Burck's study series Standard Oil Co. (New Jersey), case history model corporation reflecting transformation modern U.S. capitalism, social responsibilities....Oct 98
Notes on The Permanent Revolution, miscellany of incidents revolutionary phenomena in the U.S....Nov 74
Notes on The Permanent Revolution, random examples modern developments in U.S., case of World War II prisoner in Germany identifying occupation as "capitalist"....Dec 72
CAPPEL, MacDONALD AND CO.
Merchandise-incentive sales services, methods, growth, earnings..Nov 202
CARNEY, ROBERT F.
Appointed Board Chairman Foote, Cone and Belding, p....Oct 130
CARSON, PIRIE, SCOTT
John T. Pirie Jr.'s management, rejuvenation....Sep 124
CARTELS See Trusts, Industrial
CARTER, J. EDWIN
Merger Stumpp and Walter-Peterson Henderson Co., p....Jul 29
CARTER, JOHN
Chief engineering personnel recruiter Du Pont Co., methods, p...Sep 127
CARTER OIL CO.
Production, ratio profits to gross revenue, producing areas, refineries, marketing territory, map....Oct 104
Performance as affiliate Standard Oil Co. (New Jersey), independent management, **Its Affiliates in Practice**....Oct 105
CARTOONS See Art—Cartoons
CASABLANCA See Morocco
CASTLEBERRY, WINSTON C.
Southwest Airmotive Co. filling station service for business planes, management, earnings record....Oct 161
CATALYTIC PROCESS See Oil
CATERPILLAR TRACTOR CO.
Harry H. Fair new Chairman, expansion program....Dec 122
CATTLE
Small Dexter milch cow space and feed saving in Britain....Dec 58
CELANESE CORP. OF AMERICA
Favorable NLRB decision in oil workers' strike....Sep 64
CENSORSHIP
President Truman's explanation new security order due to FORTUNE publication atomic plant locations, FORTUNE reply....Nov 64
CHAIN BELT CO.
Produces flexible conveyor for small products....Sep 50
CHAPMAN, OSCAR
Deal with Ferdinand Eberstadt for government guarantee project to manufacture oil, chemicals from coal, pros and cons, **$400-million Colchem Question**....Nov 76
CHARTS AND DIAGRAMS
See also Maps

Chemicals

World sulfur production 1914-1950, source, uses, cost 1900-1951..Jul 88

Communication

Effect of television on movie receipts 1930-1951, Jay M. Gould's study....Aug 126
Decline in movie theater receipts since 1948 in relation to TV saturation in Chicago, Jay M. Gould's study....Aug 131

Corporations

Henry J. Kaiser industrial empire, companies, structure, management-ownership setup....Jul 144
Percentage Kennecott Copper Corp. assets in cash, government securities 1925-1951 (est.)....Nov 89

Economics

Increase in annual rate gross national product, shift to defense 1948-second quarter 1951....Jul 19
Price averages commodity, farm, industrial, consumer products 1948-1951....Jul 21
Schedule U.S. defense spending, probable "slowdown" June 1950-1955....Aug 14
Consumer savings increase, main types, 1948-1950, estimated to second quarter 1951, compared to rise in consumer debt....Aug 15
Inventories expansion, dollar volume, total business, trade and manufacturing, durable and non-durable goods 1948-1951....Aug 17
Net corporate profits drop 1948-1951 in relation to inventory profit, loss, before and after taxes....Aug 18
Decline in consumer buying, hard and soft goods, food 1948-1951....Sep 25
Trend in price of stocks, Dow Jones industrial index vs. *Barron's* average, "war" and "peace" stocks 1950-1951....Sep 26
Shift in bank credit to defense, decline in non-defense loans April-July 1951....Sep 30
Capital outlays for industrial expansion 1948-1951....Oct 25
Gross national product in relation to current and constant prices 1929-1951 (est.)....Oct 26
Production indexes in various industries 1950-1951....Oct 27
Trend in liquid assets in relation to gross national product 1916-1951....Oct 30
Consumer durables markets in relation to production, households growth 1920-1951 (est.), saturation issue....Nov 25
Price trend 1950-1951....Nov 27
Income rise allocation consumer expenditures, taxes, savings 1950-1951....Nov 28
Increased purchasing power of hour's work, based on average hourly earnings factory workers 1951 vs. 1929, 1939....Dec 28

Labor

Rise in hourly rate wages non-farm workers, "real" wages adjusted to cost of living 1948-1951....Jul 20
Trend steel and auto wages, flexible ceiling, escalator formula January 1950-July 1951....Nov 50

Metals

Copper bottleneck explained, sources compared to uses 1950-1951....Oct 28

Publishing

Newspaper revenues and costs, projected rise to 1952....Sep 119
Lag in average newsprint prices compared to wholesale commodity prices 1939-1950....Sep 166

Technology

Transistor new crystal triode revolutionary development in electronics, vacuum tube triode, principles, diagrams....Jul 81
Ion exchange processes, diagrams....Jul 108
Reinforced and prestressed concrete beams, diagram....Aug 108
Closed-circuit industrial television system, steel plant installation, diagram....Sep 121
Industrial television installation in electric power plant, furnace, diagram....Sep 122
Optical tooling system, principles, operation, telescope, collimator instruments, diagrams....Oct 121
Oil processes, diagrams, production with various methods, rise in octane rating 1920-1951....Nov 114
Forging presses, forged airplane parts, diagrams....Dec 112

United States

Foreign economic policy agencies, directors, organization....Aug 70
Defense spending and arms deliveries 1952 prospect, 1953-1955 projections....Dec 27
CHEESE
New restriction on imports protective measure....Nov 77
CHEMICALS
Upjohn Co.'s new pharmaceutical plant features continuous-flow operations, production increase....Jul 18
Fresh Out of Sulfur, analysis of current shortage, consumption rise factor, world production 1914-1950, sources, uses, cost range 1900-1951, charts, potential new sources, wells, Gulf Coast salt domes....Jul 87
Plastics That Sort Atoms, report on ion exchange developments, industrial and medical applications, processes, diagrams, industry's position, growth, companies....Jul 107
Syntex, S. A. produces synthetic cortisone ahead of schedule, structure, diagram....Sep 170
Freeport Sulphur Co. discovery new brimstone deposit, sulfur production estimate....Oct 213

$400-Million Colchem Question, deal of Wall Street's Ferdinand Eberstadt for government guarantee Colchem Corp. venture project to manufacture from coal, hydrogenation process, pros and cons ....Nov 76
Creating Tomorrow's Oil, Standard Oil Development Co. research, developments in petrochemicals, synthetics, fluidized-solids process engineering revolution, diagram, applications....Nov 112
Fix-So new fabric mender, composition, sales volume, Alpha Chemical Co. expansion problems....Nov 208
CHEROUNY, A. S.
Kennecott Copper Corp. executive role, **Kennecott Copper & Cash**, p. ....Nov 92
CHESTER, COLBY M.
Speech at Bridgeport, Conn. Chamber of Commerce on business' selfish motives, challenge to public service....Nov 75
CHICAGO, ILLINOIS
Chicago River, portfolio Walker Evans' photographs, notes on waterway, drainage canal, sewage problem....Aug 99
CHICAGO, INDIANAPOLIS AND LOUISVILLE RAILROAD
Modernization program of President John W. Barriger....Nov 119
CHICAGO BRIDGE AND IRON CO.
Construction multispherical storage tank for liquefied gas....Oct 81
CHICAGO RIVER See Illinois Waterway
CHILE

Industries and resources

Braden Copper Co. Kennecott Copper Corp. subsidiary properties, notes, portfolio photographs, **Kennecott in Chile**....Nov 84
CHRISTIE, LANSDELL K.
President Liberia Mining Co., development iron-ore deposits, p...Aug 20
CHRISTMAS
Notes on FORTUNE cartoon portfolio by Roy McKie ....Dec 39
Christmas Business, portfolio Roy McKie's cartoon sketches on department store merchandising programs, planning....Dec 103
CHROMATOGRAPHY
Ion exchange process, diagram, **Plastics That Sort Atoms**....Jul 109
CHRYSLER CORP.
New President Lester L. Colbert's executive staff changes, William C. Newberg new President Dodge Division, others....Oct 132
CHURCH, MARY ELLEN
Appointed advertising manager United States Time Corp., p....Dec 124
CHURCHES
Barbecue annual homecoming dinner Egypt Baptist Church in Raleigh, Tennessee, new church building fund....Nov 73
CHURCHILL, WINSTON
Notes on John Jewkes' report on new administration problems..Dec 39
Socialism's Legacy to Churchill, John Jewkes' condensed report on problems to be met by new administration, consequences of Labor Government policies, cartoon....Dec 79
CIGARETTE LIGHTERS
Flaminaire French wickless butane gas model, manufacturer's problems, market restrictions, ECA machine tool order undercut, patent license to Parker Pen Co....Nov 210
C.I.O. See Congress of Industrial Organizations
CITIES AND TOWNS
Made in Buffalo, Victor Jorgensen's portfolio photographs diversified industries, notes....Jul 91
CIVILIZATION
Conference at Corning, photographic essay on round tables intellectuals and industry leaders on problem of "Living in Industrial Civilization" opening Glass Center Corning Glass Works, aim to resolve misunderstanding between intellectual, businessman in free society....Aug 89
CIVIL RIGHTS
Professor Hook's Bargain, criticisms on current FORTUNE article on U. S. businessmen's narrow view on....Sep 85
Bread, Freedom and Businessmen, Sidney Hook's case for business leadership to strengthen strategic political and cultural freedoms related to, minority rights, analysis of basic concept, conflict in identification with free enterprise economic system..Sep 117
CLARK, JOHN
President Mine and Smelter Workers, strike strategy, opposition to WSB, settlement terms, biographical sketch, p....Oct 59
CLARK, TOM
Supreme Court majority opinion nullifying Hepburn Act private interstate oil pipe line common carrier for hire, **Supreme Court: 1951-52**....Oct 158
CLAUDE NEON LIGHTS, INC.
Court ruling against research costs as excess profits tax deductions ....Nov 205
CLEANING, DRY See Dry Cleaning
CLEVELAND ELECTRIC EQUIPMENT CO.
Designs automatic armature winder....Sep 49
CLOSED SHOP See Labor—Unions
COAL
Electric car to haul from mine faces to main tunnel railroad developed by General Electric Co....Oct 48
$400-Million Colchem Question, deal of Wall Street's Ferdinand Eberstadt for government guarantee Colchem Corp. venture project to manufacture oil, chemicals from, hydrogenation process, pros and cons....Nov 76

Great Britain

Faults in National Coal Board control policy, planning, evaluation price schedule, John Jewkes' observations, **Socialism's Legacy to Churchill**....Dec 183
COATINGS
New heat-resistant coat for jet engines developed by Solar Aircraft ....Sep 44
Metal plastic electroplating process developed by Plastiplate Co..Nov 44
COCHRAN, DRAYTON
Little Vigilant new yacht, specifications, p....Oct 127
COINS
New detector salvages coins overlooked by mail openers....Sep 50
COLBERT, LESTER L.
Modest home in Bloomfield Hills, Detroit suburb, p....Oct 126
Chrysler Corp. executive staff changes....Oct 132
COLCHEM CORP.
$400-Million Colchem Question, deal for government guarantee venture project to manufacture oil, chemicals from coal, pros and cons ....Nov 76
COLGATE-PALMOLIVE-PEET CO.
Salesmen's strike, sympathy demonstrations factory workers, plant shutdown, collapse of union contract negotiations, security issue, agreement terms....Oct 64
COLLEGES AND UNIVERSITIES
How Good Is "Economic Education"? condensation Brookings Institution comprehensive study on economics courses, aims, shortcomings ....Jul 84
God and Man at Yale by William F. Buckley Jr., rev., campus conservative revolutionary phenomenon....Nov 75
Should Business Support the College? U. S. corporations' stake in financing private, independent colleges, tax deductible contributions to meet deficit situation, Irving Olds' speech endorsing ....Dec 74
COLLIMATORS
In optical tooling, principle, operation, diagram, **Tooling Up by Telescope**....Oct 121
COLLINS, FREDERICK B.
Vice President Boeing Airplane Co., management role, sales Stratocruisers, **Boeing's Bombers**, p....Sep 103
COLLINS, KENNETH
New Executive Vice President Burlington Mills, p....Nov 122
COLOMBIA

Industries and resources

International Petroleum Co.'s record as S.O.N.J. affiliate, Tropical Oil Co.'s relinquishment DeMares concession, refinery contract, **Foreign Policy of the Jersey Company**....Nov 182
COLONIAL AIRLINES
Alfons Landa to replace Sigmund Janas as President result of CAB mismanagement charges....Aug 18
COMMERCIAL NATIONAL BANK AND TRUST CO.
Bankers Trust merger, motives, acquisition personnel factor....Jul 67
COMMODITIES
Price averages ease, trend 1948-1951, chart, table....Jul 21
COMMON LABORER'S UNION
Feud over problem of job referrals to Paducah, Kentucky atomic plant ....Dec 54
COMMUNICATION
See also Radio; Roads; Television; Transportation
Electronic developments, microwave relay, facsimile system, **Electronics Era**....Jul 79
How Good Is "Economic Education"? fifth article in FORTUNE series, condensation Brookings Institution comprehensive study economic education in U. S., academic, nonprofit and special-interest groups, programs, shortcomings....Jul 84
Note on current FORTUNE report on labor problem, writer Daniel Bell, book to be published on series articles....Sep 70
Language of Labor, sixth in FORTUNE series, Daniel Bell's examination of U. S. labor movement's aggressive rhetoric, hostility to business....Sep 86
Wives of Management, seventh in FORTUNE series, William H. Whyte Jr.'s study of ideal wife of younger generation prospective top executives, modern corporation relations, social aspects, based on FORTUNE survey findings....Oct 86
Corporation and the Wife, eighth in FORTUNE series, second of William H. Whyte Jr.'s two-part study on role of executives' wives in business, company viewpoint, influence, integration question ....Nov 109
Lycoming Telephone Co. independent rural line in Pennsylvania, expansion, modernization under Ralph M. Hyle, earnings growth since 1945, new financing....Dec 142
COMMUNISM
Mike Quill's war against in Transport Workers Union, Henry Winston's report to convention on "renegade"....Sep 60
Faults in concept of economic determinism in orthodox ideology, similarity to U. S. businessmen's free enterprise theory....Sep 174
In Mine, Mill and Smelter Workers union, strategy in copper industry strike ....Oct 59
Supreme Court decision upholding conviction eleven top Communists under Smith Sedition Act reviewed, **Supreme Court: 1951-52** ....Oct 162
Carl Stellato President of U.A.W. Ford local explains break with union chief Walter Reuther in *March of Labor*....Nov 50

COMPACTORS
Vibratory machine developed by Jackson Vibrators, Inc., price..Dec 60
COMPARATORS
Production increase, operating principle.....Oct 140
COMPUTING MACHINES See Calculating Machines
CONCENTRATED MILK See Milk
CONCRETE
New Ways with Concrete, report on developments new techniques, adaptation European innovations in U. S., prestressing, precasting, thin-shell, Youtz-Slick method, additional properties, applications, need for basic research in crystal structure, companies, pioneer work, diagram.....Aug 107
CONDON, EDWARD U.
Appointed director research and development Corning Glass Works, p.....Sep 132
CONGRESS OF INDUSTRIAL ORGANIZATIONS
Brookings Institution survey findings on economic education program summarized, aims, "summer schools," "week-end institutes," **"How Good Is "Economic Education"?**.....Jul 124
A.F.L.'s withdrawal from United Labor Policy Committee analyzed, basic issues, relative size factor.....Oct 60
Dilemma of Harry Bridges' continuing power despite I.L.W.U. expulsion; presidential candidates to replace Murray on retirement, Haywood's qualifications.....Nov 52
Convention in New York, hostility to wage and price stabilization programs, new plan for arbitrating jurisdictional disputes....Dec 47
CONSERVATISM
God and Man at Yale by William F. Buckley Jr., rev., campus conservative revolutionary phenomenon.....Nov 75
CONSTRUCTION See Building
CONSTRUCTION EQUIPMENT
Ten-ton tandem trailer, crane-shovel attachments developed by Trailmobile Co.....Aug 28
German traveling crane materials handling machine for housing, cost saving.....Sep 43
German movable scaffolding time-saving for house building....Oct 43
Transportainer portable steel box shed, Dravo Corp. producer .....Nov 43
CONSTRUCTION MEN'S ASSOCIATION
James H. Dillon President, function, typical member, **Builders of the Bases**.....Dec 96
CONSUMER GOODS
Buying trend hard, soft goods, 1950 overbuying, 1952 outlook, 1948-1951, chart.....Sep 25
Potential production rise, trend in various lines, indexes 1950-1951, charts.....Oct 26
Durables markets in relation to production, households growth 1920-1951 (est.), saturation issue, chart.....Nov 25
Market, production, subnormal buying soft goods, inventories cut .....Dec 25
CONSUMPTION (ECONOMICS)
1951 consumer buying decline, trend 1948-1951, chart.....Sep 25
Long-range civilian market trend, saturation issue, relation to consumer durables production growth, increase in households number 1920-1951 (est.), spending in relation to increased income, charts.....Nov 25
Increased purchasing power of an hour's work reflected in shorter working time to buy goods based on average hourly earnings factory workers 1951 vs. 1929, 1930, chart.....Dec 28
Britain's current low standards consequences of Labor Government policies, controls, John Jewkes' observations.....Dec 79
CONTINENTAL BAKING CO.
R. Newton Laughlin promoted President, 1950 sales.....Dec 120
CONTRACTS, GOVERNMENT
Five airframe and aviation power-plant companies have $1 billion backlogs defense orders.....Oct 128
Omaha Industries, Inc. first small-business production pool for defense contracts, volume business.....Oct 172
CONTROL EQUIPMENT
Can Industry Use Television? report on possibilities industrial television applications, first installations process controls, equipment, diagrams, Diamond Power Corp. leading producer, lag in development.....Sep 120
CONVEYING EQUIPMENT
Loading conveyor jack to be used with freight elevator for cargo planes developed by Lockheed.....Sep 44
New flexible conveyor for small products operates around curves.Sep 50
Mechanical conveyor-belt plane-loader in operation at Kelly Air Force Base, commercial possibilities under study.....Nov 43
Hi-lift plane loader truck attachment, diverse uses, producer, prices .....Dec 57
CONVOY, INC.
New light, low-cost filing boxes, composition.....Nov 40
COPPER
Supply bottleneck explained, sources compared to uses, stockpiling, 1950-1951, chart.....Oct 28
Industry-wide strike, jurisdictional competition, WSB action American Smelting's Garfield, Utah plant, Kennecott terms...Oct 59
Notes on current Kennecott Copper study.....Nov 64
World of Kennecott, John McDonald's three-part comprehensive study Kennecott Copper Corp., notes on extent of holdings, map .....Nov 84
I: Kennecott in Chile, portfolio photographs subsidiary Braden Copper Co. mine, smelter properties in Andes Mountains.....Nov 85
II: Kennecott Copper & Cash, President Charles Cox's new administration, overhauling program, major problem investment $250 million cash reserves, rise 1925-1951, chart, decline copper reserves, prospects diversified expansion, exploration and research budgets, mine properties, company history.....Nov 69
III: Kennecott's Titanium Venture, progress new Quebec Iron and Titanium Corp., domestic copper miner's bid for leadership in titanium mining, metal processing.....Nov 96
CORN
Crop prospect, drop in price future, table.....Jul 21
CORNING GLASS WORKS
Conference at Corning, photographic essay on round tables intellectuals, business leaders on industrial civilization for inauguration Glass Center.....Aug 89
Dr. Edward U. Condon new director research and development..Sep 132
CORPORATIONS
See also Business and Industry; Holding Companies; Taxation —Corporate; Trusts, Industrial
Decline in net profits to 1948 levels, 1948-1951 trend in relation to inventory profit, loss, before and after taxes, chart.....Aug 18
Advertising promotion *average* stockholder misleading, case for specific data on broadened ownership trend.....Aug 65
General Motors earnings of first half 1951, Standard Oil net record high, tax base factor.....Sep 127
Notes on current FORTUNE studies on executives' wives, Standard Oil Co. (New Jersey).....Oct 74
Five-Year "Gravy", fast tax write-offs for five-year amortization to promote defense plants expansion, C. E. Wilson's moratorium to revise Administration policy, need for changes.....Oct 85
Wives of Management, William H. Whyte Jr.'s study of ideal corporation wife of younger generation prospective top executives from viewpoint management, women themselves, social aspect.....Oct 86
Jersey Company, three-part study on Standard Oil Co. (New Jersey) parent holding company, case history model corporation reflecting transformation U.S. capitalism, social responsibilities, organization, management principles, "inside" board of directors, affiliated companies, public relations.....Oct 98
Rockefeller family's limited stock interest in Standard Oil Co. (New Jersey), moral principle.....Oct 181
In Praise of the Ornery Wife, reflections on FORTUNE studies on executives' wives, group conformity.....Nov 75
Foreign Policy of the Jersey Company, Part IV report on Standard Oil Co. (New Jersey), overseas operations, affiliates, 1950 earnings record, table, development practical diplomacy, social responsibility, map.....Nov 81
World of Kennecott, John McDonald's three-part comprehensive study Kennecott Copper Corp., overhauling program, top management changes, board of directors, major problem investment $250 million cash reserves, rise in liquid assets 1925-1951 chart, company history, Chilean subsidiary, Quebec titanium venture.....Nov 84
Corporation and the Wife, William H. Whyte's second of FORTUNE two-part study on wives of coming generation executives, corporation viewpoint, personnel question, screening methods, integration programs.....Nov 109
Creating Tomorrow's Oil, Part V report on Standard Oil Co. (New Jersey), research affiliate, technology developments, coordination program.....Nov 112
Jefferson Standard Life Insurance Co. family control dispute, stockholder voting rights suit.....Nov 118
J. E. Rhoads and Sons 250-year-old leather firm, record one-name family ownership.....Nov 155
Third quarter 1951 earnings decline, dividends lower, effect on stock market.....Dec 26
Should Business Support the College? stake in financing private, independent colleges, tax deductible contributions, Irving Olds' speech endorsing.....Dec 74
Facts of LIFO, inventory valuation method, tax aspect, problem of costs with decline in prices, example of procedure.....Dec 77
CORROSION AND ANTI-CORROSIVES
Swedish steel "mollerizing" process aluminum anti-corrosive coating introduced in U. S. by American Mollerizing Co., test plant .....Dec 60
CORRUGATED BOXBOARD See Paper Boxboard
CORTISONE See Medicine—Drugs
COSMETICS
Tintair new home hair colorer venture, first year's market success, product development and sales promotion program, Bymart, Inc. organization, executives.....Nov 102
COST OF LIVING
In relation to purchasing power based on average hourly earnings factory workers 1951 vs. 1929, 1939, chart.....Dec 28
COUNCIL OF ECONOMIC ADVISERS See United States—Council of Economic Advisers
COUNTRY ESTATES See Estates, Country
COUPLINGS
Quick-Lok device for portable piping developed by R. M. Wade and Co.....Aug 30
Ingersoll-Rand produces automatic uncoupling device for new air grinder.....Sep 49
COURTAULDS, LTD.
Chairman J. C. Hanbury-Williams announces plan to reenter U. S. market, Alabama plant.....Oct 132
COWLES, JOHN
Trustee Ford Foundation, p.....Dec 117

COWS See Cattle
COX, CHARLES
Notes on current FORTUNE Kennecott Copper Co. study.....Nov 64
Presidency Kennecott Copper Corp., overhauling program, major problem investment $250 million cash reserves, top management changes, **Kennecott Copper & Cash**, p.....Nov 89
CRAIG, CLEO F.
Promoted President A.T.&T., p.....Sep 130
New President A.T. & T., corporate expansion program, qualifications as company career man, portrait sketch, p.....Nov 116
CRAIG, PAT
Aurora hotel enterprise in Canadian Northwest wilderness success, sketch.....Sep 172
CRANES See Hoists
CREDIT
See also Loans
Rise in bank defense credit April-July 1951, outlook.....Sep 30
Bankers Do a Job, report on Voluntary Credit Restraint Committee, organization, anti-inflation program curb on nonessential bank loans, screening methods, typical cases.....Oct 93
CREOLE PETROLEUM CORP.
Performance as foreign affiliate S.O.N.J. policy, practical diplomacy, social responsibility, President Arthur Proudfit's record, 1950 earnings, table, properties and marketing, map, **Foreign Policy of the Jersey Company**.....Nov 83
CROPS See Agriculture—Products
CUBA
Industries and resources
Esso Standard Oil Co. (Cuba) new constructive employee relations policy cooperative union relations, contract, map, **Foreign Policy of the Jersey Company**.....Nov 196
CULLEN, HUGH R.
Endorses General Eisenhower Presidential candidate, p.....Sep 128
CULTURE See Civilization
CUNNINGHAM DRUG STORES
Mechanical elephant children's promotion program, 1950 sales volume, profits.....Sep 182
CZERMANSKI, ZDZISLAW
"A Furnished Room" cartoon on Winston Churchill and Anthony Eden and new British Government problems.....Dec 78

D

DAFFIN MANUFACTURING CO.
Produces Daffin Feed-U-Nit portable feed manufacturing plant..Aug 29
DAIRY PRODUCTS
Test marketing concentrated liquid milk launched by big milk producers, opposition.....Sep 164
DALEY, WILLIAM R.
Withdraws securities loaned Otis and Co. to evade payment big award Kaiser-Frazer Corp. suit.....Sep 126
DAMAGES
Impact-O-Graph automatic detection, recording device for goods in transit.....Dec 57
DANIEL, JACK
Founder Jack Daniel Distillery, management, nephews successors, **Rare Jack Daniel's**.....Jul 103
DANIEL, JACK, DISTILLERY See Jack Daniel Distillery
DAVID, DONALD K.
Trustee Ford Foundation, p.....Dec 117
DAVIS, CHESTER C.
Director Ford Foundation, government career, p.....Dec 116
DEAN, GORDON
Chairman AEC, function, p.....Aug 67
DE BRETTEVILLE, CHARLES
New President Spreckels Sugar Co., p.....Aug 25
DEFENSE PRODUCTION ACT
Magnuson-Morse amendment to restrict imports cheese, fats appraised, foreign economic policy issue, **How to Baffle Your Friends**.....Nov 77
DEMOCRACY
Bread, Freedom and Businessmen, Sidney Hook's case for business leadership to strengthen American way of life, error in identification with free enterprise economic system.....Sep 117
DEPARTMENT STORES See Stores—Department
DERBY, GEORGE T.
Army Engineers Corps administration Moroccan airstrips construction project, contract, **Builders of the Bases**, p.....Dec 94
DETECTORS
Coin detector to salvage coins overlooked by mail openers.....Sep 50
Pocket radiation meter developed at AEC laboratory.....Nov 43
Improved Impact-O-Graph instrument to detect damages to goods in transit marketed.....Dec 57
DE VOTO, BERNARD
Further criticism modern business methods, production standards, experience with Macy knives.....Dec 73
DEWEY, THOMAS E.
New York State A.F. of L. convention omits customary invitation, failure to oppose bill limiting scope of unemployment-compensation act criticized.....Aug 50
DIAGRAMS See Charts and Diagrams
DIAMOND POWER SPECIALTY CORP.
Leadership in industrial television equipment, Utiliscope, installations, diagrams, company history growth, **Can Industry Use Television?**.....Sep 120
DIE-FORGING PRESSES See Presses
DIESEL ENGINES
New radial type two-cycle engine for submarines designed by General Motors Corp.....Sep 43
DILLON, JAMES H.
President Construction Men's Association, function, sketch, **Builders of the Bases**.....Dec 96
DIRECTORS, BOARDS OF See Corporations
DISTILLERIES See Liquors
DISTRIBUTORS ASSOCIATION OF NORTHERN CALIFORNIA
I.L.W.U. three-year contract, maneuver to forestall Teamsters' raid.....Nov 54
DIVIDENDS
For 1951 lower, fewer "extras".....Dec 26
DIVORCE
Pending Supreme Court decision alimony claim from first husband on grounds second marriage annulled, legality Nevada divorce question.....Oct 164
DOALL CO.
Cool grinding technique development to minimize damages to factory tools.....Dec 60
DOAN, LELAND I.
President Dow Chemical, modest home in Midland, Michigan, p.....Oct 126
DODGE, BARNETT F.
Engineering record, 1950 Walker Award, p.....Sep 214
DOORS
Swinging rubber doors designed by Stick-Klip Manufacturing Co. for cold-storage warehouses.....Dec 62
DOUGLAS, WILLIAM O.
Supreme Court majority opinion nullifying Miller-Tydings amendment Sherman Antitrust Act sanctioning state fair trade laws, opinion on conviction Communists under Smith Sedition Act, **Supreme Court: 1951-52**.....Oct 119
DOW CHEMICAL CO.
Mark E. Putnam promoted Executive Vice President.....Oct 132
DRAFT, MILITARY See United States—Armed Services—Conscription
DRAWINGS See Art—Drawings; Charts and Diagrams
DRILLING AND BORING MACHINERY
Mobile drilling rig for water wells marketed by Mobile Drilling, Inc., price.....Dec 60
DRUG STORES See Stores—Drug
DRUGS See Medicine—Drugs
DRY CLEANING
New locker-type vending machine being tested by Cleveland chain.....Oct 48
DRYDEN, HUGH L.
Engineering record, 1950 Daniel Guggenheim Award, p.....Sep 216
DRYDOCKS
Rustproof floating type protected from corrosion by electric current.....Aug 29
DUMAINE, FREDERIC C., JR.
Succeeds late father as President and Chairman New Haven Railroad, p.....Jul 24
DUMAS, HAL S.
Promoted Executive Vice President A.T. & T., p.....Sep 130
DU MONT LABORATORIES
Industrial television equipment, high cost, lag in developing low-cost market, **Can Industry Use Television?**.....Sep 120
DUNLAP, JOHN B.
Named Commissioner of Internal Revenue, p.....Aug 26
DUNLAP, LYNN
Atlas Constructors management role in Moroccan airstrips construction project, qualifications, overseas experience, **Builders of the Bases**, p.....Dec 126
DU PONT, E. I., AND CO. LTD.
John Carter chief engineering personnel recruiter, methods.....Sep 127

E

EAGLE CLOTHES, INC.
Social program to meet problem of juvenile vandalism new factory.....Aug 66
EATON, CYRUS S.
Otis and Co. bankruptcy maneuver to avoid payment award in Kaiser-Frazer Corp. suit for reneging stock issue, p.....Sep 126
EBERSTADT, FERDINAND
Deal for government guarantee Colchem Corp. venture project to manufacture oil, chemicals from coal, pros and cons, **$400-Million Colchem Question**.....Nov 76
EBERSTADT, F., AND CO.
Deal for government guarantee Colchem Corp. venture project, **$400-Million Colchem Question**.....Nov 76

ECCLES, MARRINER S.
Resumes chairmanship First Security Corp. in Salt Lake City after FRB resignation, p. Nov 118
ECONOMIC PLANNING
See also Business and Industry—Regulation
Socialism's Legacy to Churchill, John Jewkes' report on performance British Labor Government's policies, administration, basic weaknesses of central state planning Dec 79
ECONOMICS
See also names of countries—Economic conditions, Finances; Business and Industry; Capitalism; Consumption; Foreign Exchange; Labor; Money; Prices; Trade
How Good Is "Economic Education"?' condensation Brookings Institution comprehensive study economic education in U. S., academic, private nonprofit agencies, groups, programs, aims, shortcomings Jul 84
EDITORIALS See Fortune—Editorials
EDUCATION
How Good Is "Economic Education"? condensation Brookings Institution comprehensive study on economics courses, aims, shortcomings Jul 84

Endowments

Should Business Support the College? U. S. corporations' stake in financing private, independent colleges, tax deductible contributions to meet deficit situation, Irving Olds' speech endorsing Dec 74

Schools

Labor

Brookings Institution survey findings on union economic education programs summarized, C.I.O. program, "summer schools," "week-end institutes," **How Good Is "Economic Education"?** Jul 124
EGYPT BAPTIST CHURCH See Churches
EISENHOWER, DWIGHT D.
Hugh R. Cullen Texas oilman endorses Presidential candidacy Sep 128
ELDORADO MINING AND REFINING, LTD.
New uranium mine at Beaverlodge Lake, northwestern Saskatchewan Nov 158
ELECTRICAL WORKERS UNION (C.I.O.) See International Union of Electrical Workers
ELECTRIC GENERATORS
Rotor support giant generator for Army hydroelectric project built by Westinghouse Sep 44
ELECTRIC POWER
ITV industrial television control equipment installations, diagram, **Can Industry Use Television?** Sep 120
Niagara Power: Business Goes over the Falls, private utilities' defeatism, inaction against proposed federal hydroelectric development project, Lehman-Roosevelt public-power bill, private redevelopment bill, Congress hearings, question of state ownership transfer, New York move, potential energy, plant construction plan, map Oct 83

France

Hydroelectric development project in Rhone Valley, construction, U. S. investment Sep 81
ELECTRONICS
Electronics Era, Lawrence P. Lessing's report on developments, devices, industrial applications, diagrams, industry's growth, defense orders, basic companies, income 1940-1950, table Jul 79
ELGIN NATIONAL WATCH CO.
Promotion escape clause 1936 Swiss trade agreement to restrict imports Nov 77
ELLIOTT, K. B.
Appointed Studebaker Executive Vice President, p. Dec 122
EMPLOYMENT See Labor—Employment
ENDOWMENTS See Education—Endowments
ENGINEERING
Trane Is Profit-Conditioned, Trane Co. engineering-manufacturer, development heat transfer equipment, profits record, conservative management, company history Aug 85
Helluva Shortage of Engineers, Lawrence P. Lessing's study of current manpower crisis, decline in school enrollments, business demand, personnel scouting, dummy hiring agency racket, basic causes, shortsighted national policy, draft deferment plan, outlook for bigger deficit, status as profession, founding societies, history of growth, standards drive, top medal winners Sep 93
Du Pont engineers' recruiting program, methods Sep 27
Builders of the Bases, report on overseas construction engineers, Morocco airstrips project, joint operation, firms, other foreign contracts Dec 93
ENGINES See Diesel Engines; Motors
ENGLISH LANGUAGE
Notes on current FORTUNE report on labor-management communication problem, book on series of articles Sep 70
Language of Labor, Daniel Bell's examination U. S. labor movement's aggressive rhetoric, hostile style, origin Sep 86
EN MAIL MACHINE See Mailing Machines
ESPIONAGE
Supreme Court decision upholding conviction top Communists under Smith Sedition Act reviewed, **Supreme Court: 1951-52** Oct 162
ESSO EXPORT CORP.
Function as international broker Standard Oil Co. (New Jersey) affiliates, currency exchange operation, 1950 net earnings Nov 198
ESSO PETROLEUM CO., LTD.
Performance as affiliate S.O.N.J., good-will public relations, British agreement on dollar-saving, 1950 earnings record, table, map, **Foreign Policy of the Jersey Company** Nov 200
ESSO RESEARCH CENTER See Standard Oil Development Co.
ESSO STANDARD ITALIANA
Prize winning paintings in art promotion contest in portfolio Standard Oil Co. (New Jersey) cultural public relations program, **Public Relations for the Long Pull** Oct 108
ESSO STANDARD OIL CO.
Sales volume, ratio profits to gross revenues, producing areas, refineries, marketing territory, map Oct 104
Performance as Standard Oil Co. (New Jersey) affiliate, sales leadership, production, marketing system, dealers' leases service stations, labor relations, union dispute Bayway Refinery, operating area, map, **Its Affiliates in Practice** Oct 105
ESSO STANDARD OIL CO. (CUBA)
Paintings in new office building in Havana Oct 111
New constructive employee relations policy, cooperative union relations, **Foreign Policy of the Jersey Company** Nov 196
ESSO STANDARD OIL CO. (SWITZERLAND)
T.B.A. products air promotion stunt protested by Swiss Nov 195
ESTATES, COUNTRY
This Is a Laboratory, portfolio color photographs by Paul Weller, notes on conversion on Whitemarsh Hall old mansion near Philadelphia as industry laboratory Oct 89
Morgan Mansion on Long Island resold for taxes, local rezoning law obstacle to development Oct 126
ETCHEVERRY, BERNARD ("BARNEY")
Survey of scrap steel shortage, usage and supply, findings, prediction, **Fifteen Years of Scrap Shortage?** Dec 76
ETHICS
Federal Council of Churches' study on relation to economic life Jul 86
Psychological Corp. poll findings on nation's "selfish interests," change from two years ago; General Foods Corp. executives' speeches challenging business to assume public leadership to curb corruption Nov 74
EUROPE

Economic conditions

Another Cold Winter in Europe, editorial on current distress situation in NATO countries, materials shortages, U. S. aid stake, need for super long-term program to follow up emergency measures Dec 71

Foreign trade

East-West Trade, flourishing Soviet bloc trade with West problem, dependence on imports, economic control, U. S. pressure to embargo exports strategic materials inadequate policy Aug 68
EVANS, WALKER
Portfolio **Chicago River** photographs on city canal Aug 99
EVERSHARP, INC.
Martin Straus' acquisition in 1939, recovery, Schick merger, ball pen market collapse, R. Howard Webster's maneuver to oust Straus Nov 102
EXCESS PROFITS TAX See Taxation—Excess profits
EXPORT TRADE See names of countries—Foreign trade
EXTRUSION PRESSES See Presses
EYSSELL, G. S.
New President Rockefeller Center, Inc., p. Aug 26

F

FACTORIES
Eagle Clothes, Inc. social program to meet juvenile vandalism problem Aug 66
Can Industry Use Television? report on developments in industrial television applications for automatic controls Sep 120
Lever Bros. new modern soap plant in Los Angeles, open-air processing installations, economy Sep 141
Tooling Up by Telescope, report on optical tooling system, developments, instruments, principles, operation, diagrams Oct 121
FAIR, HARRY H.
New Chairman Caterpillar Tractor Co., p. Dec 122
FAIR EMPLOYMENT PRACTICES COMMISSION See United States—Fair Employment Practices Commission (Proposed)
FAIRLESS WORKS See United States Steel Corp.
FAIR TRADE LAWS See Prices—Regulation
FARBENINDUSTRIE, I. G.
Pioneering research in oil technology, applications, Standard Oil Development Co. licensing, **Creating Tomorrow's Oil** Nov 144
FARINA, PININ
Design for new line Nash cars, p. Nov 118
FAUST, CLARENCE H.
President Ford Foundation Advancement of Education fund, p. Dec 117
FEDERAL COUNCIL OF CHURCHES
Study on relation of Christian ethics to economic life, merit as economic education program, opposition to profit motive, Brookings Institution survey findings, **How Good Is "Economic Education"?** Jul 86

FEDERAL RESERVE BOARD See United States—Federal Reserve System
FEEDS AND FEEDING
Daffin Feed-U-Nit portable on-the-farm feed milling plant developed ....Aug 29
Terralac new feed for pigs....Dec 58
FEPC See United States—Fair Employment Practices Commission (Proposed)
FERRO CORP.
Robert A. Weaver Chairman, expansion in titanium industry, purchase Horizons Titanium, Inc., stock rise....Sep 130
FERTILIZER
Thurston Chemical Co. venture in Missouri, BEM brand, market development, growth, plant expansion....Oct 166
Jack R. Simplot's enterprise at Pocatello, Idaho, superphosphate production ....Dec 118
FIBERS
First commercial kenaf crop harvested in Florida....Dec 57
FIFO See Accounting
FILING EQUIPMENT
Permanent labels, light, low-cost fiber-board filing boxes for dead storage new developments, manufacturers....Nov 40
FIRE RESCUE TRUCKS See Trucks and Trucking
FISHER, JOSEPH A.
New President Reading Co., p....Sep 130
FIX-SO See Adhesives
FLAHERTY, ROBERT
Louisiana Story Standard Oil Co. (N.J.) documentary film, p....Oct 109
FLAMINAIRE (TRADENAME) See Cigarette Lighters
FLEISCHMANN, MANLY
Dual role as Administrator NPA, DPA, qualifications, portrait sketch, p. ....Oct 125
FLETCHER, C. SCOTT
President Ford Foundation Adult Education Fund, p....Dec 117
FONTANA STEEL MILL See Steel
FOOD
Canned
Saltless meat, Richard Somers' and Peter Milton's enterprise, financing, profits ....Oct 218
Great Britain
Rationing, poor consumption standard, inadequate supplies, consequences of Labor Government's policies, subsidy program, John Jewkes' observations, **Socialism's Legacy to Churchill**....Dec 79
FOOD STORES See Stores—Food
FOOTE, CONE AND BELDING
Reorganization, executive changes, Robert F. Carney Board Chairman ....Oct 130
FOOTWEAR See Boots
FORD, BENSON
Trustee Ford Foundation, p....Dec 117
FORD, HENRY
We Never Called Him Henry ghosted memoirs Harry Bennett labor relations chief, rev....Nov 50
FORD, HENRY, II
Trustee, Chairman Ford Foundation, p....Dec 116
FORD FOUNDATION
$5 million fund for overseas development, aims explained by Paul Hoffman ....Sep 83
First year's record, organization, staff, directors, trustees, funds ....Dec 116
FORD MOTOR CO.
U.A.W. Local 600 underscores union revolt at tenth anniversary contract signing, seeks guaranteed wage, opposition to decentralization program ....Aug 43
U.A.W. local internal problems....Oct 66
Carl Stellato President U.A.W. local explains break with Walter Reuther in Communist magazine....Nov 50
Arthur J. Wieland new Vice President, leading overseas production and distribution man....Nov 120
FOREIGN EXCHANGE
Esso Export Co. function as international broker for Standard Oil Co. (New Jersey) affiliate....Nov 198
British crises, Labor Government policies reviewed, pound devaluation, basic faults in control measure, value of free market, John Jewkes' observations, **Socialism's Legacy to Churchill** ....Dec 80
FOREIGN INVESTMENTS See Investments, Foreign
FORESTS AND FORESTRY
Mixed species short-fibered trees utilized in new wood-pulp paper process, French Africa experiment....Oct 170
FORGING
Presses for the Jet Age, report on U.S. deficiency big presses for fabrication modern planes, delays in construction program, Air Force contracts, compared to Russian record, German progress, removal and installation German equipment, technological value, cost savings, 1953-54 outlook, diagrams...Dec 111
FORMICA CO.
Formica Is on Top, report on Formica laminated plastic decorative products, properties, processing technique, company history, founding, management, growth, finances, selling system, competitive position ....Oct 116
FORTUNE
Referred to as "most-quoted magazine in the U.S.", examples of quotes from current issue....Jul 56
Changes in design to increase readability, reorganization Business Roundup department....Sep 70
Reply to Truman's explanation new security order due to publication atomic plant locations....Nov 64
Editorials
A Little Disorder, Please, Truman Administration confusion; Those "Feeble" Indirect Controls; Part of the Trouble with France, tax notices withheld pending elections; Aroostook without Subsidy, effects withdrawal government controls Maine potato-growers; Public Relations Gone Wild, air pilot's use of public address system to advise plane passengers on flight conditions; Notes on the Permanent Revolution, miscellany reflecting development modern U.S. capitalism....Jul 63
Letdown? It's Time for a Step-Up, U.S. rearmament program; Profits and Plutonium, AEC-industry partnership on atomic research; East-West Trade, problem of Soviet trade with Europe; Notes on the Permanent Revolution....Aug 63
Tax Bill: A National Defeat; Italy's Daring Tax Reform; Professor Hook's Bargain, criticism on FORTUNE article on businessman's concept of civil liberties; Notes on the Permanent Revolution ....Sep 81
New Order of Power? Defense Department's 1953 budget; Niagara Power: Business Goes over the Falls, defeatism on government hydroelectric project; Welfare State in Williamsburg, Fur Workers' benefits program; That Five-Year "Gravy", C. E. Wilson's moratorium on fast tax write-offs; Notes on the Permanent Revolution ....Oct 81
Expansion and Gloom, business outlook; In Praise of Ornery Wives, comment on FORTUNE studies executives' wives; $400-Million Colchem Question, deal for government loan coal-chemical venture; How to Baffle Your Friends, U.S. foreign trade policy, restrictions; Notes on the Permanent Revolution..Nov 73
Another Cold Winter in Europe, continuing economic crisis, need for long-term realistic U.S. aid policy; Notes on the Permanent Revolution ....Dec 71
Wheel
FORTUNE "most quoted magazine in the U.S.", examples of quotes from current issue; Buffalo publications in series local industrial portfolios from businessmen in other cities; Sculptor Leo Lionni's concept of kind of contract real FORTUNE subscriber is interested in....July 76
Notes on current articles, "Made in Buffalo Week," entertainment FORTUNE delegation....Aug 56
Changes in design to increase readability, Leo Lionni Art Director's work, Mitchell Jamieson illustrator Boeing Airplane Co. report; notes on current articles, October issue; Christmas gift advertising ....Sep 70
Editing current study on Standard Oil Co. (New Jersey) by Gilbert Burck; latter's record as FORTUNE editor, bibliography; notes on report on executives' wives; Senator McKellar's remarks on Jack Daniel Distillery, reprint article; errata in summer issues ....Oct 74
FORTUNE's reply to President Truman's criticism publication locations atomic energy plants, explanation new security order; readers' reaction to report on executives' wives; editorial research on communication studies; notes on current articles...Nov 64
Notes on current articles....Dec 39
FORUMS
Conference at Corning, photographic essay on round tables intellectuals and industry leaders on problems of "Living in Industrial Civilization", aim resolve misunderstanding between intellectual, businessman in free society, celebration opening Glass Center Corning Glass Works....Aug 89
Bankers Trust Co. off-the-record talks by public figures for businessmen success, speakers....Nov 120
FOUNDATIONS, EDUCATIONAL AND CHARITABLE
Ford Foundation $5 million fund for overseas development, aims explained by Paul Hoffman....Sep 83
Ford Foundation, first year's record, organization, staff, directors, trustees, funds ....Dec 116
FRANCE
Colonies and possessions
Watch Morocco, nationalist discontent under protectorate, flaws in administration policy, failure to create interest in French Union, problems facing U.S. air bases mission....Sep 95
Private Point Four in Morocco, Herbert Solow's report on lead-zinc bonanza, French architect Jean Walter's venture, mining enterprise, modern industrial community development project, U.S. participation, progressive policies, nationalist movement problem, map ....Sep 107
U.S. agreement for construction Moroccan air bases, French Liaison Mission's management role, **Builders of the Bases**....Dec 95
FORTUNE error on State Department policy in dispute on U.S. treaty rights in Morocco corrected....Dec 174
Foreign trade
Flaminaire cigarette lighter world market restrictions, U.S. duty, ECA machine tools order undercut....Nov 210
Political conditions
Part of the Trouble with France, note on Ministry of Finance's announcement withholding tax notifications until after elections, quoted ....Jul 65

FRANCO, FRANCISCO
Regime's impoverished economy, reconstruction and development efforts, foreign aid requirements related to Western Europe defense system, Mildred Adams' survey, **Spain As an Investment** ....Nov 98
FRASCONI, ANTONIO
Portfolio **Wine from the California Desert**, woodcuts on southern California wine industry, notes on art technique....Sep 112
FRASER, ALEXANDER
Chairman Ford Foundation Adult Education fund, p....Dec 117
FRAUD
Otis and Co. technically bankrupt to avoid paying $3 million award to Kaiser-Frazer Corp. in suit for reneging stock issue ....Sep 126
FRAZER, JOSEPH
Kaiser-Frazer: "The Roughest Thing We Ever Tackled", history of company's founding, financing, problems, p....Jul 77
FREED, LYLE C.
Investigation British development optical tooling system....Oct 121
FREEDOM See Liberty
FREEDOM OF SPEECH
Under First Amendment issue in conviction Communists under Smith Sedition Act, Supreme Court decision, **Supreme Court: 1951-52** ....Oct 162
FREE ENTERPRISE
See also Capitalism
Shortcomings U.S. economic education related to, opposition to profit motive, Brookings Institution survey findings, **How Good Is "Economic Education"?** ....Jul 84
Bread, Freedom and Businessmen, Sidney Hook's analysis of conflict with basic political and cultural freedoms, error in business concept free enterprise economic system identified with other freedoms ....Sep 117
FREEPORT SULPHUR CO.
Discovery new brimstone deposit, production estimate....Oct 213
FREIGHT See Shipping
FUNSTON, G. KEITH
New President New York Stock Exchange, qualifications, p....Jul 22

G

GAITHER, H. ROWAN, JR.
Director Ford Foundation, career, p....Dec 116
GARDEN PLANTS See Plants
GAS, NATURAL
Waste potential source sulfur, Texas Gulf Sulphur recovery process ....Jul 121
GASOLINE SERVICE STATIONS
Southwest Airmotive Co.'s super filling station service for business planes at Dallas air field, 1951 earnings record....Oct 161
Standard Oil Co. (New Jersey) marketing, dealer system, leasing, tie-in products, antitrust issue, **Its Affiliates in Practice**....Oct 195
GAUGES
Beta ray gauge manufactured by Industrial Nucleonics, features. Dec 62
GENERAL ANILINE AND FILM CORP.
Cary R. Wagner new Senior Vice President, director postwar expansion program ....Nov 124
GENERAL ELECTRIC CO.
Designs freight diesel switchers for Baltimore and Ohio Railroad. Jul 34
Union profit sharing demand reviewed, experience with old plan abolished, **Pitfalls of Profit Sharing**....Aug 104
Sampling monitor new quality control device, operation....Oct 48
Markets new heat-pump air conditioning unit, price....Dec 60
GENERAL FOODS CORP.
Honorary Chairman's and President's speeches on business' selfish motives challenge to public service to curb corruption....Nov 75
GENERAL MOTORS CORP.
First year U.A.W. long-term escalator wage contract success, Walter Reuther's achievement, testimony before WSB on productivity increases ....Jul 41
Diesel division designs two-cycle radial diesel engine for submarines ....Sep 43
Big earnings decline due to rearmament shown in midyear report ....Sep 127
George Russell promoted Treasurer....Sep 132
Change in union relations reflected in President C. E. Wilson's letter to press answering criticisms escalator wage clause in U.A.W. contract ....Oct 82
Notes on FORTUNE portfolio new Technical Center....Dec 39
Sun Motor development demonstrated at Previews of Progress science shows ....Dec 58
U.A.W. opposition, suit against new City of Saginaw income and profits taxes ....Dec 73
G. M. Technical Center, portfolio color photographs by Ezra Stoller, notes on new modern research laboratory, designed by Eero Saarinen and Associates, ground plan, diagram....Dec 82
GENERATORS, ELECTRIC See Electric Generators
GENEVA STEEL CO.
Industrial television system installation, diagram....Sep 121
GENTILINI, FRANCO
Painting prize-winner in Esso Standard Italiana art contest....Oct 108
GIANNINI, LAWRENCE M.
President Bank of America, power as banker, portrait sketch, p..Aug 13
GLASS CENTER See Corning Glass Works
GOLD
Kennecott Copper Corp. interest, South Africa venture, Anglo-Transvaal Co., joint deal....Nov 93
GOLDENSON, LEONARD H.
President new American Broadcasting-Paramount Theatres, Inc., p. ....Jul 29
GOMPERS, SAMUEL
Leadership in U. S. labor movement, hostile rhetoric, concept of "class struggle," biographical sketch, **Language of Labor**....Sep 88
GOVERNMENT BONDS See Bonds, Government
GOVERNMENT CONTROL See Business and Industry—Regulation
GOVERNMENT OWNERSHIP
Niagara Power: Business Goes over the Falls, private utilities' defeatism, inaction against proposed federal hydroelectric development project, Congress hearings, question of state ownership transfer ....Oct 83
Rubber: Government and Glut, faults in federal operation synthetic rubber plants, case for withdrawal, private industry management ....Oct 94
Socialism's Legacy to Churchill, John Jewkes' observations British Labor Government's nationalization program, tests of efficiency applied to, ill-effects on economy....Dec 183
GRAPES
Wine from the California Desert, portfolio woodcuts by Antonio Frasconi on southern California wine industry, harvesting, preparations for wine press....Sep 112
GRAY, ANTON
Vice President Kennecott Copper Corp., member Board of Directors, exploration management, **Kennecott Copper & Cash**, p....Nov 92
GREAT BRITAIN
Economic conditions
Current crisis, bankruptcy danger, basic causes, need for U.S. aid, rearmament stake, **Another Cold Winter in Europe**....Dec 71
Socialism's Legacy to Churchill, John Jewkes' condensed report on consequences Labor Government's central state planning policies, nationalization program on postwar economy, standard of living, industry's defeatism....Dec 79
Economic Policy
Socialism's Legacy to Churchill, John Jewkles' condensed report on Labor Government's performance, consequences of central state planning, nationalization program, bureaucracy, costs, new government's problems ....Dec 79
Finances
Dollar shortage, exchange crises reviewed, pound devaluation, faults in Labor Government fiscal policy, control measures....Dec 176
GREECE
Industries and resources
Lava Co. pumice installation on Santorin Island, production, U.S. market ....Nov 152
GREEN, JOHN
Faces problems as President United Railroad Workers....Jul 48
GRINDING MACHINES
Ingersoll-Rand produces automatic uncoupling device for new air grinder ....Sep 49
GRULEMANS, JAN J.
Profits at Wayside Gardens, report on nursery enterprise, management, earnings record, founding, sketch, p....Sep 104
GURLEY, FRED
Modest home in Winnetka, Illinois, p....Oct 126

H

HAAG, MRS. FRANCIS L. (WINIFRED L.)
New President United Feldspar and Minerals Corp., successor to late husand, p....Dec 124
HAIR
Dyeing and Bleaching
Tintair new home colorer venture, first year's market success, product development and sales promotion program, Bymart, Inc. organization, executives....Nov 102
HAMILTON WATCH CO.
Charles O. Smith promoted President, defense orders backlog...Sep 132
Promotion escape clause 1936 Swiss trade agreement to restrict imports ....Nov 77
HANBURY-WILLIAMS, J. C.
Chairman Courtaulds, Ltd. announces plan to re-enter U.S. market, p. ....Oct 132
HANDLING OF MATERIALS See Material Handling
HANGARS See Aviation—Hangars
HANN, ELLSWORTH
Treasurer Kennecott Copper Corp., management role, **Kennecott Copper & Cash**, p....Nov 92
HARRIMAN, JOHN
Criticisms FORTUNE report on executives' wives....Nov 64

HARRISON, GEORGE
President Brotherhood of Railway Clerks highest-paid labor leader ....Aug 50
HARRISON, RICHARD EDES
Maps on Middle East illustrating sphere Russian interest, strategic aspirations, diplomatic centers....Aug 94
HARVARD UNIVERSITY
Elizabeth A. Burnham associate professor business administration on business school faculty....Dec 124
HARVESTERS
Raspberry picker custom-built for farmer, cost....Sep 43
Special equipment for kenaf fiber developed by American Kenaf Fiber Corp. ....Dec 57
HARVEY MACHINE CO.
Projected Anaconda Copper deal for aluminum production....Dec 118
HASLAM, ROBERT T.
Standard Oil Development Co. research contributions reviewed, executive posts, **Creating Tomorrow's Oil**....Nov 146
HAYWOOD, ALLAN
Candidacy for President C.I.O., qualifications, union career, p....Nov 56
HEALTH INSURANCE See Insurance—Social
HEATING EQUIPMENT
Trane Is Profit-Conditioned, Trane Co. pioneer manufacturer modern heat transfer equipment, development tube-and-fin coil, convector method to replace cast-iron radiator, company management, profit record, history....Aug 85
HEAVY GOODS See Capital Goods
HEILPERIN, MICHAEL A.
Collaboration on FORTUNE report **U.S. Foreign Economic Policy**..Aug 71
HENDERSON, PETER, CO.
Stumpp and Walter merger....Jul 29
HEPBURN ACT
Supreme Court decision nullifying provision private interstate oil-pipe line common carrier for hire, **Supreme Court: 1951-52**..Oct 158
HERVEY FOUNDATION
Scheme to industrialize backward areas questionable Point Four program venture, original charter revoked....Aug 66
HESS, MAX, JR.
Hess Bros. department store promotion, features Schiaparelli Paris designer, p....Nov 110
HESS BROS.
Of Allentown, Pennsylvania features Schiaparelli Paris designer for first U.S. showing new lingerie line, 1950 sales growth....Nov 119
HILLMAN, HENRY
Amalgamated Clothing Workers leadership, socialist aims, **Labor's Coming of Middle Age**....Oct 115
HILLMAN HEALTH CENTER See Medicine—Hospitals
HILSOM CORP.
Canned saltless meat enterprise, organization, financing, profits.Oct 218
HILTON, PETER
Canned saltless meat enterprise, financing, profits, p....Oct 218
HIRING HALL See Labor—Employment
HOFFMAN, PAUL G.
Explanation Ford Foundation appropriation for overseas development, aims ....Sep 83
Director Ford Foundation, staff, p....Dec 116
HOGS
Terralac new feed, experiment with piglets, result....Dec 58
HOISTS
Traveling crane German construction machine....Sep 43
Hi-lift plane loader truck attachment built by Airport Service Equipment Co., price....Dec 57
HOLDERNESS, HOWARD
President Jefferson Standard Life Insurance Co., family control dispute ....Nov 118
HOLDING COMPANIES
Jersey Company, Gilbert Burck's comprehensive study series on Standard Oil Co. (New Jersey), parent company organization, affiliates, management principles, monopoly question, antitrust action ....Oct 99
HOLMAN, EUGENE
Reports Standard Oil (New Jersey) record net profit first half 1951, p....Sep 127
President Standard Oil Co. (New Jersey), executive qualities, sketch, **Its Principles of Management**, p....Oct 102
HOOK, SIDNEY
Professor Hook's Bargain, criticisms on current FORTUNE article on U.S. businessmen's concept of freedom....Sep 85
Signed article **Bread, Freedom and Businessmen**, case for business leadership to strengthen strategic political and cultural freedoms, analysis of concept, conflicts; career, p....Sep 117
HOOVER, WILLIAM H.
President Anaconda Copper Mining Co., aluminum project, p....Dec 118
HORTON, MRS. DOUGLAS (MILDRED McAFEE)
Appointed Director New York Life Insurance Co., p....Dec 124
HOTELS
See also Tourist Camps
Canada
Aurora war veteran's enterprise in Northwest wilderness success, pushes town's development....Sep 172
HOUDRY, EUGENE J.
Discovery thermal catalytic cracking process, U.S. interests, Sun Oil Co. commercial development, diagram, **Creating Tomorrow's Oil** ....Nov 140
HOUGHTON, AMORY
Promotion Glass Center, intellectuals-business leaders' round tables inauguration idea, **Conference at Corning**, p....Aug 89
HOURS OF LABOR See Labor—Hours
HOUSE, LAWFORD G.
Emergency rescue fire truck design, enterprise, management....Sep 176
HOUSES, PREFABRICATED
National Homes Corp. production, earnings recovery result of promotion middle-priced houses....Oct 216
HOUSING
German construction machine, cost saving....Sep 43
Fred C. Trump's record as builder, 1950 volume projects, innovations for tenants....Nov 119
Dilemma of ineligibility in low-rent public housing with income raise, case of Stamford, Connecticut tenants' appeal for rent raise ....Dec 73
HOUSTON NATURAL GAS CORP.
Court decision against excess profits tax deductions claims....Nov 206
HUGH-BREES BILL See Insurance—Unemployment compensation
HUMBLE OIL AND REFINING CO.
Ratio profits to gross revenues, reserves, producing areas, refineries, marketing territory, map....Oct 104
Performance as S.O.N.J. affiliate, leadership in assets, profits, 1950 revenue, independent management, pricing, operating area, map, **Its Affiliates in Practice**....Oct 105
Marketing success, filling station management, policies....Oct 195
HUTCHINS, ROBERT M.
Director Ford Foundation, resignation University of Chicago, p..Dec 116
HUTZLER BROTHERS
Test case use of LIFO method of inventory valuation, **Facts of LIFO** ....Dec 77
HYDROGENATION PROCESS See Coal
HYDROPRESS, INC.
Air Force contract for heavy presses, **Presses for the Jet Age**...Dec 146
HYLE, RALPH M.
Lycoming Telephone Co. modernization, expansion, earnings growth, financing....Dec 142

I

I.B.A. See Investment Bankers Association
ILLINOIS WATERWAY
Chicago River, Walker Evans' portfolio photographs, notes on city canal....Aug 99
ILMENITE
Lac Tio world's largest ore body in Quebec wilderness, Quebec Iron and Titanium Corp. enterprise, processing, **Kennecott's Titanium Venture**....Nov 96
IMPACT-O-GRAPH CORP.
Markets improved Impact-O-Graph instrument....Dec 57
IMPERIAL OIL, LTD.
Ratio profits to gross revenue, producing areas, refineries, marketing territory, map....Oct 104
Performance as affiliate S.O.N.J., independent management, labor relations, Joint Industry Councils, operating area, map, **Its Affiliates in Practice**....Oct 105
IMPORT TRADE See names of countries—Foreign trade
INCOME
Rise in personal income, allocation consumer expenditures, taxes, savings 1950-51, chart....Nov 28
How to Pay Executives, summary of authoritative study *Compensating the Corporate Executive* by George T. Washington and V. Henry Rothschild II, top management rewards, incentives, corporate practices, tax aspect, legal restrictions, stockholder suits, court decisions, take-home pay $25,000-$300,000 income after 1952 taxes, net value $10,000 raise, table....Dec 107
INDUSTRIAL MOBILIZATION See Business and Industry—Military conversion
INDUSTRIAL NUCLEONICS CORP.
Beta ray gauge product, features....Dec 62
INDUSTRIAL RELATIONS See Labor—Industrial relations
INDUSTRIAL TELEVISION See Television—Industrial applications
INDUSTRIAL TOWNS
Most modern community development project in lead-zinc mining enterprise in Morocco, French architect Jean Walter's design, features for natives, **Private Point Four in Morocco**....Sep 107
INDUSTRY See Business and Industry
INFLATION
Truman Administration anti-inflation measures limited....Jul 63
Outlook for "deflationary gap" in 1952, Eric Johnston's "inflationary gap" projection disproved....Aug 13
Halted despite boom defense economy, 1952 prospects....Sep 25
Current inflationary symptoms, forces in defense boom, prospects for high production to offset....Oct 26
Bankers Do a Job, report on Voluntary Credit Restraint Committee's anti-inflation program, curb on nonessential bank loans, methods, typical cases....Oct 93

INGERSOLL-RAND CO.
Produces automatic uncoupling device for new air grinder.....Sep 49
INJUNCTIONS
Supreme Court decision rules against business use federal injunction to escape state regulatory measures, **Supreme Court: 1951-52** .....Oct 158
INSECTICIDES
Aerosols market, commercial uses, 1950 production, sales volume .....Dec 173
INSTRUMENTS
Tooling Up by Telescope, report on optical instruments new precision tooling system, telescope, collimator, aircraft industry application, principles, operation, diagrams.....Oct 120
Increase in production co. parator precision inspection device, operating principle.....Oct 140
INSURANCE

Automobile

Crisis in Car Insurance, analysis of basic reasons new high rates, high cost of liability and property damage claims, inflationary lag in low-priced policies, casualty and mutual underwriters' experience, 1950 deficit, danger of compulsory state insurance .....Nov 79

Life

Jefferson Standard Life Insurance Co. family control dispute, Ralph C. Price ousted as President, suit for stockholder voting rights.....Nov 118

Social

Results of British Labor Government's national insurance program, social services, pensions, health, cost, waste, John Jewkes' observations, **Socialism's Legacy to Churchill**.....Dec 186

Unemployment compensation

New York State A.F.L. protests Hughes-Brees bill amending state law limiting scope.....Aug 50
INTELLECTUALS
Conference at Corning, photographic essay on round tables with business leaders on "Living in Industrial Civilization" at Corning Glass Works Glass Center, aim to resolve misunderstanding with businessman in free society.....Aug 89
INTERNATIONAL ASSOCIATION OF MACHINISTS
NLRB decision on lockout Iowa Automobile Association case....Nov 52
INTERNATIONAL BROTHERHOOD OF TEAMSTERS, CHAUFFEURS, WAREHOUSEMEN
Local 162 in Portland, Oregon rejects former leader Al Rosser's request for back salary accrued during prison term on arson charges .....Oct 66
Dave Beck's campaign to oust Harry Bridges from I.L.W.U., West Coast warehouse organizing drive.....Nov 54
INTERNATIONAL CONFEDERATION OF FREE-TRADE UNIONS
Forthcoming annual convention, American delegation membership .....Jul 48
INTERNATIONAL FUR AND LEATHER WORKERS
Welfare State in Williamsburg, Local No. 2's benefits program, Unemployment Fund.....Oct 85
INTERNATIONAL HARVESTER CO.
Board grants President McCaffrey chairman's powers.....Jul 24
John L. McCaffrey new President successor to Fowler McCormick, qualifications, portrait sketch.....Dec 114
INTERNATIONAL LONGSHOREMEN'S AND WAREHOUSEMEN'S UNION (C.I.O.)
Harry Bridges' continuing power on West Coast despite C.I.O. expulsion, raid maneuvers, A.F.L. campaign, sympathy demonstration C.I.O. Marine Engineers' strike, long-term Distributors Association contract.....Nov 52
INTERNATIONAL LONGSHOREMEN'S ASSOCIATION (A.F.L.)
Local 791's wildcat strike on New York waterfront, issues, Gene Sampson leader, Ryan's opposition, political feud, settlement negotiations.....Dec 47
INTERNATIONAL MONETARY FUND
Ivar Rooth new managing director and Chairman of executive board makes first report, reiterates relaxing exchange controls .....Oct 130
INTERNATIONAL PETROLEUM CO.
Performance as foreign affiliate S.O.N.J., 1950 earnings record, table, Colombia and Peru operations, local integration, labor policy, properties and marketing, map, **Foreign Policy of the Jersey Company**.....Nov 83
INTERNATIONAL TRADE See Trade
INTERNATIONAL UNION OF ELECTRICAL WORKERS (C.I.O.)
Profit sharing demand General Electric Co. reviewed, **Pitfalls of Profit Sharing**.....Aug 104
INTERNATIONAL UNION OF OFFICE EMPLOYEES (A.F.L.)
Colgate-Palmolive-Peet salesmen's strike, collapse of Local 153 contract negotiations on security issue, terms of agreement, salesmen's membership.....Oct 64
INVENTIONS
See also Products, New
Sinclair Oil Corp. plan to underwrite inventors to improve petroleum products, response.....Sep 186
INVENTORIES
Record high dollar volume total business, trade and manufacturing, durable and non-durable goods, 1948-1951 trend based on 1950 and current prices, profit and loss in relation to corporate net profits, charts.....Aug 17
Facts of LIFO, inventory valuation method, tax aspect, cost problem with falling prices, index number adjustment, compared to FIFO procedure, example.....Dec 77
INVESTMENT BANKERS ASSOCIATION
Joseph T. Johnson new President, public relations interest.....Dec 118
INVESTMENT BANKING
Otis and Co. claims technical bankruptcy to avoid payment $3 million Kaiser-Frazer award in suit for reneging stock issue .....Sep 126
Cooperation with Voluntary Credit Restraint Committee's screening of underwriting plans, case of West Virginia veterans' bonus bond issue, **Bankers Do a Job**.....Oct 203
$400-Million Colchem Question, deal of Wall Street's Ferdinand Eberstadt for government underwriting Colchem Corp. venture project to manufacture oil, chemicals from coal, pros and cons.Nov 76
Joseph T. Johnson new President I.B.A., public relations expansion interest.....Dec 118
INVESTMENTS
General Mills-Merrill Lynch stock promotion stunt, Why-I-Like-Wheaties contest, stocks prizes.....Jul 67
Average stockholder advertising promotion misleading.....Aug 65
Capital outlays for industrial expansion at new peak, outlook for 1952 cut, trend 1948-1951, chart.....Oct 25
Unorthodox sales campaign new stock issue Rhinelander Paper Co. by Robert Moroney Houston, Texas investment broker, window display groceries packaged in paper product.....Oct 144
Expansion and Gloom, paradox of long-range business plans for expansion and pessimism over socialist trend.....Nov 73
$400-Million Colchem Question, deal of Wall Street's Ferdinand Eberstadt for government underwriting Colchem Corp. venture project to manufacture oil, chemicals from coal, pros and cons.Nov 76

Great Britain

State control under Labor Government obstacle new investments in industry expansion, John Jewkes' observations, **Socialism's Legacy to Churchill**.....Dec 80
INVESTMENTS, FOREIGN
Hervey Foundation scheme to industrialize backward areas, build factories questionable Point Four business venture, original charter for religious campaign revoked.....Aug 66
Administrative faults in Point Four program, overlapping agencies, need for central authority, experts' recommendation in relation to **U. S. Foreign Economic Policy**.....Aug 71
U. S., British development capital in Middle East summarized, Point Four, enterprises, volume, strategic stake, **"Center of Soviet Aspirations"**.....Aug 96
Ford Foundation $5 million fund for overseas development, aims explained by Paul Hoffman.....Sep 83
Private Point Four in Morocco, Herbert Solow's report on modern lead-zinc mining community development project in North Africa, French architect Jean Walter's venture, U. S. technological participation, example bi-national private capital in developing backward areas, map.....Sep 107
Norbert McKenna partner Reynolds and Co. investment banking firm promotes Brazilian oil project, efforts to meet law against foreign companies.....Oct 128
Foreign Policy of the Jersey Company, Gilbert Burck's report on Standard Oil Co. (New Jersey) overseas operations, affiliates, 1950 earnings record, table, properties and marketing, map, development practical diplomacy, social responsibility...Nov 81
Spain as an Investment, Mildred Adams' observations on economic reconstruction requirements U. S. aid program related to Western Europe military defense system, problems.....Nov 98
ION EXCHANGE See Ions
IONICS, INC.
Ion exchange process, development "permionic" membranes, diagram, company founding, management, **Plastics That Sort Atoms** .....Jul 109
IONOPHONE See Loudspeakers
IONS
Plastics That Sort Atoms, report on ion exchange developments, industrial and medical applications, processes, diagrams, industry's position, growth, companies.....Jul 107
IRON
Ringwood Iron Mines reactivates New Jersey magnetite project, purchase from Government, powdered and pelletized iron manufacture planned.....Sep 174
Reserve Mining's taconite pellets pilot plant, beneficiation plant planned.....Oct 142
Question of increasing pig-iron capacity to meet steel scrap shortage to sustain steel industry expansion program, **Fifteen Years of Scrap Shortage?**.....Dec 76

Liberia

Liberia Mining Co. project in operation, Bomi Hills mine, Lansdell K. Christie promoter, Republic Steel interest.....Aug 20
ISLAM
Moslems' nationalist movement in Morocco, Sultan Si Mohammed leader, French-U. S. mining enterprise problem, progressive policy toward native workers.....Sep 162

ISRAEL, STATE OF

Industries and resources

Paper mill enterprise, financing, Prime Minister Ben-Gurion's deal ..... Sep 128

ISTHMIAN LINE

Union jurisdictional strike over expired contract ..... Nov 52

ITALY

Finances

Italy's Daring Tax Reform, new law to simplify intricate system direct, indirect taxes to correct inequities, evasion practices, examples ..... Sep 84

ITV See Television—Industrial applications

J

JACK DANIEL DISTILLERY

Rare Jack Daniel's, report on whiskey distillery in Tennessee mountain hollow, high-cost sour mash straight whiskey production from old family formula, processing, connoisseurs market, owner-management Motlow brothers descendants of founder, financing, company history ..... Jul 103

Senator McKellar's remarks on, reprint FORTUNE article in *Congressional Record*, error in reference to President's chair ..... Oct 76

JACKS, CONVEYOR See Conveying Equipment

JACKSON VIBRATORS, INC.

Vibratory compactor product, uses, price ..... Dec 60

JACOB, CLAUDE W.

Vice President American Airlines, Inc., management role, **Big-Money Airline**, p. ..... Dec 90

JACOBS INSTRUMENT CO.

Table-model electronic digital computing machine development, price ..... Dec 60

JALONICK, GEORGE W., III

Southwest Airmotive Co. filling station service for business planes, management, earnings record ..... Oct 161

JAMIESON, MITCHELL

Qualifications for illustrations FORTUNE report on Boeing Airplane Co. ..... Sep 74

Paintings, drawings illustrations of Boeing Airplane Co. jet bomber plant, production, executives ..... Sep 96

JEFFERSON STANDARD LIFE INSURANCE CO.

Family control dispute, Ralph C. Price ousted as President, suit for stockholder voting rights ..... Nov 118

JET BOMBERS See Aviation—Airplanes—Bombers

JEWKES, JOHN

Notes on FORTUNE report on British Labor Government problems to be met by Winston Churchill's new administration ..... Dec 39

Signed article **Socialism's Legacy to Churchill**, condensation Sloan Foundation report on Labor Government's performance, consequences of economic policies, central state planning, nationalization programs, indictment of socialism; career background, p. ..... Dec 79

JOHNSON, ADGER S.

Promoted President National Carbide Co., p. ..... Dec 122

JOHNSON, JOSEPH T.

New President I.B.A., public relations interest, investment banking career, p. ..... Dec 118

JOHNSON, ROBERT W.

New yacht, p. ..... Oct 127

JOHNSTON, ERIC

Projection "inflationary gap" in 1952 disproved ..... Aug 13

JOINT COUNCIL ON ECONOMIC EDUCATION

Aims, methods, Brookings Institution survey findings, **How Good Is "Economic Education"?** ..... Jul 86

JONES AND LAMSON MACHINE CO.

Comparators production increase ..... Oct 140

JORDAN MARSH CO.

"Shoppers' World" center at Farmingham, Boston suburb, design, facilities, **Race for the Suburbs** ..... Dec 99

JORGENSEN, VICTOR

Portfolio **Made in Buffalo** photographs on city's industries ..... Jul 91

JUVENILE DELINQUENCY

Eagle Clothes, Inc. social program to curb vandalism new factory in tough Brooklyn neighborhood ..... Aug 66

K

KAISER, HENRY J.

Arrival of Henry Kaiser, report on development industrial empire, companies, chart, group management system, personality, portrait sketch, p. ..... Jul 68

Kaiser-Frazer: "The Roughest Thing We Ever Tackled", history of founding automobile firm, financing, problems ..... Jul 75

Closes in on Otis and Co. claiming technical bankruptcy to avoid paying suit award ..... Sep 126

KAISER, HENRY J., CO.

Corporate structure, divisions, chart, management, founding, **Arrival of Henry Kaiser** ..... Jul 144

KAISER, HERBERT M.

New Executive Vice President Burlington Mills, p. ..... Nov 122

KAISER ALUMINUM AND CHEMICAL CORP.

Unit in Kaiser industrial empire, chart, sales volume, founding, management, finances, **Arrival of Henry Kaiser** ..... Jul 69

KAISER-FRAZER CORP.

Kaiser-Frazer: "The Roughest Thing We Ever Tackled", history of founding, financing, competitive challenge, merits of cars, production and marketing problems, earnings, prospects ..... Jul 74

Henry Kaiser and SEC closes in on Otis and Co. claiming technical bankruptcy to avoid paying award in stock issue reneging suit ..... Sep 126

KAISER STEEL CORP.

Bernard Etcheverry's survey of scrap steel shortage, prediction, **Fifteen Years of Scrap Shortage?** ..... Dec 76

KALECH, PHIL

Tintair new home hair colorer venture, sales management, promotion, Vice President Bymart, Inc., p. ..... Nov 103

KARSTEN, THOMAS L.

OPS post, p. ..... Sep 126

KASTELOWITZ, ADOLPH

Research, development optical tooling system, **Tooling Up by Telescope** ..... Oct 122

KATZ, MILTON

Director Ford Foundation, career, p. ..... Dec 116

KEENAN, GEORGE F.

President Ford Foundation East European Fund, p. ..... Dec 117

KEENER, J. WARD

Industry witness against productivity wage increases at WSB hearing, debate ..... Jul 42

KENAF

First commercial crop in Florida, special harvesters developed for ..... Dec 57

KENNECOTT COPPER CORP.

Mine and Smelter Workers strike reviewed, settlement, wage raise ..... Oct 59

Notes on current FORTUNE study ..... Nov 64

World of Kennecott, John McDonald's comprehensive three-part study, notes on extent of holdings, map ..... Nov 84

I: Kennecott in Chile, portfolio photographs, notes on subsidiary Braden Copper Co. properties in Andes Mountains ..... Nov 85

II: Kennecott Copper & Cash, President Charles Cox's new administration, overhauling program, decentralization divisions, major problem investment $250 million cash reserves, 1925-1951 trend, chart, prospects for diversified expansion, exploration and research budgets, mine properties, relative position in industry, production, company history ..... Nov 89

III: Kennecott's Titanium Venture, progress new Quebec Iron and Titanium Corp. joint New Jersey Zinc Co. enterprise in Quebec wilderness, mine property, resources, plant, processing method, prospecting and development reviewed ..... Nov 96

KENNEDY, JAMES M.

Promoted President Revere Copper and Brass, Inc., p. ..... Dec 120

KENNEDY, WILLIAM P.

Railway Labor Executives' Association protest Brotherhood's approval bill to amend Railroad Retirement Act ..... Oct 66

KENYON AND ECKHARDT, INC.

William B. Lewis new President ..... Nov 124

KILNS

New giant rotary kiln at new Basic Refractories plant ..... Jun 32

KINNEAR, JOHN C.

Vice President Kennecott Copper Corp., management role, member Board of Directors, **Kennecott Copper & Cash**, p. ..... Nov 92

KIRKLAND, CLARENCE L.

Omaha Industries, Inc. defense production pool for small business ..... Oct 172

KLEIN, SIEGFRIED

Invention Ionophone electronic loudspeaker, U. S. demonstration planned ..... Dec 57

KNOWLES, HARVEY C.

Engineering record, 1950 Society of Mechanical Engineers Medal, p. ..... Sep 218

KOMAC

New road-repair material produced by Koppers Co. ..... Oct 47

KROLL PROCESS See Titanium

L

LABELON TAPE CO., INC.

Permanent labels development, composition ..... Nov 40

LABELS

Labelon permanent type, laminated wax-acetate, manufacturer ..... Nov 40

LABOR

See also individual industries—Labor

Language of Labor, Daniel Bell's examination of U. S. movement's aggressive rhetoric, hostility to business, origin in concept of "class struggle" ..... Sep 86

Employment

Rumor President to issue FEPC order, C.I.O. Carey's complaint letter ..... Jul 48

Prospects for bill to legalize maritime hiring hall....Aug 50
"Preferential hiring clause" in union contracts problem related to enforcing Taft Act ruling against closed shop, unfair labor practice issue, NLRB stand, decision against A.F.L. -Utah Construction Co. agreement....Sep 82
Manpower situation, shortages in only six major defense areas, Labor Department statistics....Sep 64
Helluva Shortage of Engineers, Lawrence P. Lessing's study current manpower shortage, outlook for bigger deficit until 1954, basic causes, shortsighted national policy....Sep 93
Dwight Palmer President General Cable Co. fights racial, religious prejudice, averts strike over hiring Negro woman, direct approach....Sep 124
Steelworkers' spokesman testifies against bill to legalize hiring hall in maritime industry at Senate hearing....Oct 62
Shortage of skilled machinists, Labor Department memo to state job agencies suggestions to step up supply in machine-tool industry....Oct 66
West Coast longshoremen's hiring hall unaffected by Taft Act ban....Nov 25

Hours

T.W.U. gains forty-hour week....Sep 58
Parker Pen Co.'s experiment to discontinue time clocks success....Dec 73

Industrial relations

Pitfalls of Profit Sharing plans, theory, practice, good will issue, management motives, experiences of various companies, new union interest....Aug 104
Notes on current FORTUNE report on labor-management communication problem....Sep 70
Dwight Palmer President General Cable Co. fights racial, religious prejudice, direct approach, heads Labor-Management Commission, education program....Sep 124
General Motors Corp. President C. E. Wilson's letter to press answer to criticisms U.A.W. escalator clause reflects change in company-union relations....Oct 82
A.F.L. Trades Assembly's decision to join Fort Worth Chamber of Commerce, Better Business Bureau indication new labor relations policy....Oct 83
Standard Oil Co. (New Jersey) affiliates' problems, independent union issue, Esso Standard benefits....Oct 106
Joseph E. Seagram and Sons art appreciation program for employees....Oct 164
Standard Oil Co. (N. J.) record for industrial peace, cradle-to-death security benefits, parent company's employee relations department policy, organization, pilot-plant in employee counseling....Oct 178
Policy Standard Oil Co. (New Jersey) foreign affiliates, adaptation to prevailing standards, gradual improvements, wage rate issue, **Foreign Policy of the Jersey Company**....Nov 195

Legislation

Enforcement Taft Act provision against closed shop problem, "preferential hiring clause" in union contracts issue, NLRB stand, recent decision....Sep 62
Supreme Court decision revising ambiguous Administrative Procedure Act on judicial review of agency action, power, **Supreme Court: 1951-52**....Oct 161
Lockout law redefined in NLRB decision, implements employers' rights, West Coast employers' lobby against Taft Act ban on hiring hall....Nov 52

Strikes

WLRB decision favoring Celanese Corp. in oil workers strike reviewed, majority issue, effect on union strike strategy....Sep 64
In copper industry, Steelworkers at American Smelting's Garfield, Utah plant, Mine and Smelter Workers' walkout, issues, WSB action, Kennecott settlement....Oct 59
Of Colgate-Palmolive-Peet salesmen, plant shutdown, sympathy demonstrations factory workers, security issue, agreement terms....Oct 64
NRLB redefinition lockout law in Machinists-Iowa Automobile Association case, employers' rights implemented; jurisdictional Marine Engineers against Isthmian line, Longshoremen's sympathy....Nov 52
I.L.A. local wildcat strike on New York waterfront, issues, leadership, settlement....Dec 47
Paducah, Kentucky atomic plant construction project dispute, issues, wage rate, settlement terms....Dec 52

Unions

Walter Reuther post-Korea leader against tight wage controls, first year U.A.W.-G.M. escalator cost-of-living contract success; T.W.U. demands in New York City; settlement Railroad Trainmen's contracts, hold-outs, demands; Rubber Workers' new wage demands, President Leland S. Buckmaster's militant record; random notes of month, **Labor**....Jul 41
Brookings Institution survey findings on economic education programs summarized, aims, C.I.O. project, **How Good Is "Economic Education"?**....Jul 124
U.A.W. Ford Local 600 underscores revolt against Reuther at tenth anniversary celebration, rumor to join Mine Workers denied, Stellato denounced by international; James Petrillo reports on technological effects recordings at Musicians convention results of abandoning fight for ban, Trust Fund unique welfare fund to create employment; month's notes, **Labor**....Aug 43
Concrete Steel Workers' Local 405's new headquarters in historic Bonaparte mansion in Philadelphia....Aug 66
New interest in profit-sharing, new attitude, I.U.E. demand at General Electric Co. reviewed....Aug 104
T.W.U. campaign to organize New York City police stepped up, Mike Quill's union leadership, strategy, forty-hour week gain; question of new WSB wage formula, possible problems with expiring contracts, table; enforcement Taft-Hartley provision against closed shop problem, "preferential hiring clause" issue, NLRB policy, decisions; month's notes, **Labor**....Sep 57
Notes on current FORTUNE report on labor-management communication problem....Sep 70
Language of Labor, Daniel Bell's examination of U. S. movement's aggressive rhetoric, hostility to business, origin in concept of "class struggle," mobilization dispute, cartoons....Sep 86
Copper industry strike, jurisdictional competition Mine and Smelter Workers, United Steelworkers, WSB action, Communist leadership question; A.F.L.'s withdrawal from United Labor Policy Committee analyzed, basic causes, relative size factor; Office Employees local's strike at Colgate, salesmen's contract collapse on security issue, terms of agreement; month's random notes, **Labor**....Oct 59
A.F.L. Trades Assembly's decision to join Fort Worth Chamber of Commerce, Better Business Bureau indication new labor relations policy....Oct 83
Welfare State in Williamsburg, Local No. 2 one of minority right-wing locals in Communist-run International Fur and Leather Workers, welfare benefits to offset poor business conditions, unemployment....Oct 85
Independent unions' problems in Standard Oil Co. (New Jersey) subsidiaries, company benefits issue, Bayway refinery dispute....Oct 107
Labor's Coming of Middle Age, Daniel Bell's report on U. S. movement's social and political perspectives, shift from "left" orientation to traditional "market unionism," conservatism, leaders' views....Oct 114
Steelworkers' forthcoming wage negotiations, opposition to stabilization formula, probable arguments, wage trend compared to Auto Workers, chart; conflicting false rumors on Lewis, third federation; Bridges' continuing power despite perjury conviction, I.L.W.U. ousting from C.I.O.; candidates to succeed Murray on retirement; NLR decision in lockout case; month's notes, **Labor**....Nov 49
C.I.O. convention, bitter opposition to WSB, new plan to arbitrate jurisdictional disputes; I.L.A. local New York waterfront wildcat strike; work stoppages Kentucky atomic plant construction project; notes of month, **Labor**....Dec 47

Wages

Question of increase in hourly rate non-farm workers, "real" wages adjusted to cost of living 1948-1951, chart, new WSB ceiling....Jul 20
First year U.A.W.-G.M. long-term escalator cost-of-living contract success, Reuther's testimony for productivity increase over 10 per cent formula; Rubber Workers new militant demands; controls attacked by Mineworkers....Jul 41
Demand prospects in 1952 based on new wage-price control mechanism....Sep 27
New WSB policy, cost-of-living formula based on Consumers' Price Index replaces per cent formula....Sep 57
C. E. Wilson's answer to criticisms G.M.-U.A.W. escalator clause inflationary; *Monthly Labor Review* findings on advantages minimum-wage law on depressed industry....Oct 83
Forthcoming steel negotiations, demands, opposition to stabilization formula, probable arguments, trend increases steel compared to auto, flexible ceiling, escalator formula, January 1950-July 1951, chart, WSB interim resolution on interplant inequities, backlog of petitions....Nov 49
Index 1950 hourly earnings European countries based on food in relation to U. S., table....Nov 74
Average hourly earnings factory workers in relation to shorter working time to buy goods, increased purchasing power 1951 vs. 1929, 1939, chart....Dec 28
C.I.O. convention's hostility to WSB program, probable Steelworkers' increase based on price index too low; rate structure, differential disputes at Kentucky atomic plant construction project....Dec 47

Cuba

Esso Standard Oil Co. (Cuba) new constructive employee relations policy, cooperative union relations, new contract, problem of law against firing, **Foreign Policy of the Jersey Company**..Nov 196

Morocco

Progressive policies at French-U. S. lead-zinc mines enterprise, wages, welfare benefits, modern mill town, **Private Point Four in Morocco**....Sep 109
Builders of the Bases, construction staff, recruitment for U. S. air bases project, wages....Dec 126

Venezuela

Creole Petroleum Corp. relations with natives, policy, high cost, exploitation question, new program to merge company communities with surrounding communities, **Foreign Policy of the Jersey Company**....Nov 182

LABORATORIES

This Is a Laboratory, portfolio color photographs by Paul Weller, notes on conversion Whitemarsh Hall Philadelphia estate as Pennsylvania Salt Manufacturing Co. research laboratory..Oct 89
Notes on FORTUNE portfolio photographs new G. M. Technical Center....Dec 39
G. M. Technical Center, portfolio color photographs by Ezra Stoller, notes on new modern General Motors laboratory, correlated architectural engineering, designed by Eero Saarinen and Associates, ground plan, diagram....Dec 82

LABOR'S LEAGUE FOR POLITICAL EDUCATION See American Federation of Labor
LAM, WIFREDO
Mural Esso Standard (Cuba) office building....Oct 110
LANDA, ALFONS
Named President Colonial Airlines to replace Sigmund Janas, p..Aug 18
LANG, CHESTER H.
Named director public relations General Electric Co., p....Aug 20
LAUGHLIN, R. NEWTON
Promoted President Continental Baking Co., p....Dec 120
LAVA CO. OF GREECE
Pumice enterprise, development Santorin Island deposits, U. S. market, sales agent....Nov 152
LAW See Labor—Legislation; United States—Supreme Court
LAWRENCE, NEWBOLD T.
New Vice President United States Lines, p....Sep 132
LEAD
Private Point Four in Morocco, Herbert Solow's report on North Africa bonanza, French architect's venture, Zellidja enterprise, development modern mine-mill community, U. S. participation, mechanized installations, operating methods, production, progressive labor policy, bi-national achievement, map....Sep 107
LEATHER
J. E. Rhoads and Sons industrial leather manufacturer 250-year-old firm, record family ownership, production....Nov 155
LEE, JOHN C.
Elected President New York Cotton Exchange, p....Jul 22
LEHMAN, HERBERT H.
Bill for federal hydroelectric development Niagara River, Congress hearings, private utilities' defeatist attitude, **Niagara Power: Business Goes Over the Falls**....Oct 84
LERNER, MAX
Revision book on American civilization to fit mid-century....Oct 83
LESSING, LAWRENCE P.
Signed article **Electronics Era**, report on electronic developments, devices, industrial applications, companies, growth....Jul 79
Signed article **Helluva Shortage of Engineers**, study of current manpower crisis, basic causes, history of profession, organization....Sep 93
LEVENTHAL, HAROLD
General Counsel OPS, p....Sep 126
LEVER BROTHERS CO.
New modern soap factory in Los Angeles, open-air processing installations....Sep 141
LEVY, WALTER J.
Top economic oil expert for U. S., Harriman mission assignment, p....Sep 126
LEWIS, JOHN L.
Guest speaker at U.A.W. Ford Local 600 anniversary celebration, underscores union revolt against Reuther, denies rumor of Mine Workers' merger, p....Aug 43
Aggressive rhetoric *Mine Workers Journal* article example **Language of Labor**....Sep 204
Free enterprise concept of trade unionism, aims, leadership, criticisms C.I.O., A.F.L. policies, **Labor's Coming of Middle Age**....Oct 114
Target of false conflicting press rumors on union maneuvers, items listed, p....Nov 49
LEWIS, WILLIAM B.
New President Kenyon and Eckhardt, Inc., career, p....Nov 124
LIBERIA
Industries and resources
Liberia Mining Co. iron-ore project in operation, Lansdell K. Christie promoter....Aug 20
LIBERIA MINING CO.
Iron mine in operation, Lansdell K. Christie promoter, Republic Steel interest....Aug 20
LIBERTY
Professor Hook's Bargain, criticisms on current FORTUNE article on U. S. businessmen's narrow concept of freedom based on free market system....Sep 85
Bread, Freedom and Businessmen, Sidney Hook's case for business leadership to strengthen strategic political and cultural freedoms to implement American way of life, analysis of concept, free enterprise conflict....Sep 117
LIBSOHN, SOL
Portfolio **New Jersey Turnpike** photographs on new speedway, construction work....Sep 89
LIFEBOATS See Boats
LIFE INSURANCE See Insurance—Life
LIFO See Accounting
LIFTS See Hoists
LIFT TRUCKS See Trucks and Trucking
LINCOLN ELECTRIC CO.
Incentive profit-sharing plan, payments, management benefits, **Pitfalls of Profit Sharing**....Aug 137
LINCOLN NATIONAL BANK (NEWARK, N. J.)
"Kiddie Koop" baby-deposit installation at Vailsburg branch service-sales promotion idea....Nov 206
LINERS See Ships—Liners
LIONNI, LEO
Drawing concept of kind of abstract art interesting typical FORTUNE subscriber....Jul 56
FORTUNE design changes, p....Sep 70
Notes on poster artist **Savignac**....Nov 105
LIQUEFIED PETROLEUM GAS
"Multisphere" storage tank in Texas....Oct 81
LIQUORS
Rare Jack Daniel's, report on Jack Daniel Distillery oldest registered distillery in U. S. in Tennessee mountain hollow, high-cost sour mash straight whiskey production from old family formula, processing, connoisseurs market, owner-management Motlow brothers, financing, company history....Jul 103
Wine from the California Desert, portfolio woodcuts by Antonio Frasconi on Southern California wine industry....Sep 112
Senator McKellar's remarks on Jack Daniel Distillery, reprint FORTUNE article in *Congressional Record*....Oct 76
Joseph E. Seagram and Sons' art program for employees....Oct 164
LIVESTOCK
Small Dexter milch cows space and feed saving; Terralac new feed for pigs under experiment....Dec 58
Meat: The Price of Being Law-Abiding, ill-effects of OPS beef program on big packers, results of strict compliance with law....Dec 76
LOADING AND UNLOADING
Loading conveyor jack to be used with freight elevator developed by Lockheed....Sep 44
Mechanical conveyor-belt plane-loader in operation at Air Force base, commercial possibilities under study....Nov 43
Bulldozers unload ore boats at docks, Wisconsin Steel Co. system....Nov 44
Hi-lift plane loader, diverse uses, price, producer....Dec 57
LOANS
Rise in defense bank loans, decline in non-defense April-August 1951, chart, outlook....Sep 30
Bankers Do a Job, report on Voluntary Credit Restraint Committee, organization, anti-inflation program curb on non-essential bank loans, screening methods, typical cases....Oct 93
LOCKHEED AIRCRAFT CORP.
New loading conveyor jack....Sep 44
LOCKOUTS See Labor—Strikes
LODGE, HENRY C., JR.
Sponsors 150-wing Air Force....Aug 63
LOEWY, ERWIN
President Loewy Construction Co., Hydropress, Inc., improvement German press designs, Air Force contracts, **Presses for the Jet Age**....Dec 146
LOEWY CONSTRUCTION CO.
Air Force contracts for heavy presses, improvement German presses, 75,000-ton model, diagram, **Presses for the Jet Age**..Dec 146
LONGSHOREMEN'S UNIONS See International Longshoremen's and Warehousemen's Union (C.I.O.); International Longshoremen's Association (A.F.L.)
LORAIN (OHIO) JOURNAL
Supreme Court decision on monopoly power customer boycott local radio station pending, **Supreme Court: 1951-52**....Oct 164
LOS ANGELES FREEWAY See Roads
LOUDSPEAKERS
Ionophone new electronic device, French product, U. S. demonstration planned....Dec 57
LUCAS, SCOTT
Promotion new escape clause Swiss trade agreement to restrict watch imports, political aspects....Nov 77
LUGS
Sets to increase traction on tractors produced by Retractable Co..Oct 43
LUMBER AND LUMBERING
Mixed species short-fibered trees utilized in new wood-pulp process for wrapping paper production, French Africa experiment, technological revolution....Oct 170
LYCOMING TELEPHONE CO.
Expansion, modernization under Ralph M. Hyle, earnings growth, new financing....Dec 142

M

MAAR, ZVONKO M.
Invention, production automatic car watch....Dec 57
MAAR AUTOMATIC CAR-WATCH CORP.
Car watch development, features, price....Dec 57
McCAFFREY, JOHN L.
President International Harvester Co. gains chairman's powers, p....Jul 24
New President International Harvester Co., qualifications, career, portrait sketch, p....Dec 114
McCORMICK, FOWLER
John L. McCaffrey successor as President International Harvester Co....Dec 114
MacDONALD, ELTON F.
Merchandise-incentive sales service enterprise, methods, growth of enterprise, earnings....Nov 202

McDONALD, JOHN
Signed article **World of Kennecott**, three-part study Kennecott Copper Corp., notes on extent of holdings, Chilean properties, company's position, management under new President Charles Cox, diversified expansion, Quebec titanium project.....Nov 84
McGRAW, F. H., AND CO.
Labor dispute at Paducah, Kentucky atomic plant construction project, wage rate issue, settlement terms.....Dec 52
MACHINERY
See also special types, e.g. Agriculture—Equipment; Conveying Equipment
Business Roundup new devices, processes.....Jul 30
Business Roundup new developments, processes.....Aug 28
Products and Processes, new devices, German house construction machine month's best.....Sep 43
Products and Processes, recent developments, German movable scaffolding month's best.....Oct 43
Large shot-peening machine for finishing gears built for Brad Foote Gear Works by American Wheelabrator Corp.....Oct 44
Products and Processes, new devices.....Nov 39
Components bottleneck in defense production.....Dec 28
Products and Processes, new industrial equipment.....Dec 57
Presses for the Jet Age, report on U.S. deficiency big closed-die forging and extrusion presses for fabrication modern planes, delays in construction program, Air Force contracts, compared to Russian record, German progress, technological value, 1953-1954 outlook, diagrams.....Dec 111
MACHINERY, AUTOMATIC
New developments, electronic devices.....Sep 49
Sampling monitor new quality-control device, operation.....Oct 48
MACHINE TOOLS
Cool Grinding technique developed by DoALL Co. to minimize damages to factory tools.....Dec 60
MACK, WALTER S., JR.
Phoenix Industries operations, National Power and Light merger, name change, other expansion operations, p.....Nov 120
McKEE, C. W.
Condensation Brookings Institution report on economic education in U.S., **How Good Is "Economic Education"?**, p.....Jul 84
McKELLAR, KENNETH
Remarks on Jack Daniel Distillery, reprint FORTUNE article in *Congressional Record*.....Oct 76
McKENNA, NORBERT A.
Promotion Brazilian oil project, efforts to meet law against foreign companies, p.....Oct 128
MacKENZIE, ALEX
President new Union Carbide International Co., p.....Dec 122
McKIE, ROY
Caricature sketches on television industry problems.....Aug 74
Notes on FORTUNE portfolio cartoons on Christmas merchandising, p.....Dec 39
Portfolio **Christmas Business** caricature drawings on department store holiday merchandising programs.....Dec 103
McWILLIAMS, JOHN R.
Appointed deputy coordinator Standard Oil Co. (New Jersey) affiliated producing companies, p.....Sep 128
MAGNETITE See Iron
MAGNUSON-MORSE AMENDMENT See Defense Production Act
MAIL, AIR See Aviation—Air mail
MAILING MACHINES
En Mail automatic electronic device, American Machine and Foundry producer.....Sep 50
MAINE
Aroostook without Subsidy, advantages discontinuance government crop quota-price supports to Aroostook County potato growers 1951 crop, marketing plans, diversification.....Jul 65
MANSIONS See Estates, Country
MANUFACTURERS TRUST CO.
Horace C. Flanigan new President, qualifications.....Nov 120
MAPS
Canada
Standard Oil Co. (New Jersey) producing areas, refineries.....Oct 104
Chicago
Route Chicago River city waterway, sanitation canal.....Aug 100
Middle East
Triangle sphere Russian interest, strategic aspirations, diplomatic centers by Richard Edes Harrison.....Aug 94
Spain
Strategic position.....Nov 99
United States
Standard Oil Co. (New Jersey) producing areas, pipe lines, subsidiaries' marketing territory.....Oct 104
World
Standard Oil Co. (New Jersey) properties, markets.....Nov 82
MARINE ENGINEERS' BENEFICIAL ASSOCIATION
Expiration Isthmian line contract, jurisdictional strike.....Nov 52
MARITIME UNIONS
Bill to legalize hiring hall pending, prospects for passage.....Aug 50
West Coast battle Communist-led Marine Cooks and Stewards against organizational drives Maritime and Sailors' unions, deserters problem.....Sep 64
Steelworkers' spokesman testifies against bill legalizing closed shop in building trades only, hiring hall issue.....Oct 62
MARKETING
See also Advertising; Merchandising; Sales and Salesmanship
Four consultants elected to American Marketing Association's Marketing Hall of Fame.....Nov 124
MARSHALL FIELD AND CO.
Skokie branch store shopping center project northwest of Chicago, design, facilities, **Race for the Suburbs**.....Dec 100
MATERIAL HANDLING
Traveling crane German construction machine, advantages.....Sep 43
German movable scaffolding time-saving for house building.....Oct 43
MAZER, JOSEPH M.
Family to aid in financing Israel paper mill enterprise, p.....Sep 128
MEAT
Canned saltless for salt-free diets Richard Somers' and Peter Hilton's enterprise, financing, profits.....Oct 218
Meat: The Price of Being Law-Abiding, ill-effects OPS beef program on packing industry, big packers' strict compliance with law, loss of better grades market.....Dec 75
MEDICINE
Drugs
Cortisone synthetic production from diosgenin Mexican jungle root achieved by Syntex, S.A. ahead of schedule, Merck & Co. method also success.....Sep 170
Hospitals
Hillman Health Center's first three and a half months operation, expansion planned.....Oct 66
Research
Plastics That Sort Atoms, report on ion exchange developments, therapeutic uses, experiments, methods, diagrams.....Jul 107
Socialized
Results of Britain's National Health Service, cost, waste, John Jewkes' observations, **Socialism's Legacy to Churchill**.....Dec 188
MEEDER, FREDERICK H.
New President Richfield Oil Corp., p.....Aug 20
MELLON, MATTHEW T.
New yacht *Vagabondia*, p.....Oct 127
MENDING ADHESIVES See Adhesives
MERCHANDISING
See also Sales and Salesmanship; Stores
Christmas Business, portfolio Roy McKie's cartoon sketches on holiday merchandising programs, planning.....Dec 103
MERCK AND CO.
Synthesis cortisone achieved.....Sep 170
METALS
See also names of special metals; Mines and Mining; Scrap Metals
Shortages, CMP allocations system problem, need for new jet engine alloys.....Sep 28
1952 supply outlook, upturn second half, consumers' "requirements" overstated.....Nov 28
Kennecott's Titanium Venture, report on progress new Quebec Iron and Titanium Corp. joint Kennecott Copper Corp.-New Jersey Zinc Co. enterprise, prospecting and development reviewed, processing techniques, metal properties.....Nov 96
METAL STITCHING MACHINES
Acme Steel widens market Acme-Morrison one-man machine to small shops.....Dec 58
METERS
Pocket radiation detector developed at AEC laboratory, mass production planned.....Nov 43
M.F.A. OIL CO.
Earnings hit by big companies' price-fixing, House hearing testimony.....Oct 193
MICROWAVE COMMUNICATIONS See Radio—Transmission
MIDDLE EAST
"Center of Soviet Aspirations", Russian sphere, strategic triangle, 1940 Russo-German secret agreement, briefing for U.S. policy, military and economic developments, resources, exports to U.S., charts, problems political strife, hostility, maps.....Aug 93
MIDDLE WEST SERVICE CO.
Brookings Institution survey findings, criticisms economic education program, **How Good Is "Economic Education"?**.....Jul 122
MIDWAY AIRLINES
Air taxi shuttle service in Chicago, financial backing, expansion plans.....Sep 156
MILITARY AIRPLANES See Aviation—Military
MILK
Test concentrated liquid milk markets launched by big producers, opposition.....Sep 164

MILLER, MERLE H.
Signed article **How Cheap Is the 18-cent Dollar?** study on operating expenditures deduction claims for new 82-cent excess profits tax, research and development costs, repairs, liability question, court decisions....Nov 78
MILLER-TYDINGS AMENDMENT See Sherman Antitrust Act
MILLIONAIRES
Jack R. Simplot new multimillionaire, diverse Idaho enterprises, p. ....Dec 118
MILLS, RALPH E.
Management Atlas Constructors joint venture Morocco airstrips project, **Builders of the Bases**....Dec 94
MILLS, RALPH E., CO., INC.
Component Atlas Constructors joint venture construction Morocco airstrips, **Builders of the Bases**....Dec 94
MINE, MILL AND SMELTER WORKERS
Copper strike, Kennecott settlement terms, jurisdictional competition with Steelworkers, decline due to Communist leadership ....Oct 59
MINES AND MINING
Ringwood Iron Mines reactivates New Jersey magnetite iron ore project, purchase from Government....Sep 174
Electric underground coal-carrying car to haul from mine faces to main tunnel railroad developed by General Electric Co....Oct 48
World of Kennecott, John McDonald's three-part comprehensive study Kennecott Copper Corp., notes on extent of holdings, map ....Nov 84
Kennecott Copper & Cash, President Charles Cox's new administration, overhauling program, major problem investment $250 million cash reserves, prospects for diversified expansion to offset decline in reserves, divisions, mine properties, relative position in industry, production, company history....Nov 89

Canada

Kennecott's Titanium Venture, report on progress new Quebec Iron and Titanium Corp. joint Kennecott Copper Corp.-New Jersey Zinc enterprise, Lac Tio world's largest ilmenite body, prospecting antl development reviewed....Nov 96
Beaverlodge new uranium mine in northwestern Saskatchewan, Eldorado Mining government company project....Nov 158
Kennecott Copper Corp. titanium project in Quebec, financing....Nov 167

Chile

Kennecott in Chile, portfolio photographs, notes on subsidiary Braden Copper Co. mine and smelter properties in Andes Mountains ....Nov 84

Liberia

Liberia Mining Co. iron-ore deposit in operation, Bomi Hills mine. Aug 20

Morocco

Private Point Four in Morocco, Herbert Solow's report on North Africa lead-zinc bonanza, modern mining-mill community, U.S. participation, technology installations, flotation mill, three-phase process, operating methods, production, progressive labor policy, map....Sep 107
MISSOURI CHEMICAL CO. See Thurston Chemical Co.
MOBILE DRILLING, INC.
Drilling rig product, price....Dec 60
MOBILIZATION, INDUSTRIAL See Business and Industry—Military conversion
MOLLERIZING PROCESS See Steel
MONEY
See also Credit; Foreign Exchange

Great Britain

Dollar shortage, exchange crises reviewed, pound devaluation, Labor Government policies, faults, John Jewkes' observations, **Socialism's Legacy to Churchill**....Dec 180

Spain

Decline in gold reserves, rise in paper money circulation result of sharp rise in credit for public works, industrial development programs, factor in relation to U.S. economic aid requirements, **Spain as an Investment**....Nov 134
MONON See Chicago, Indianapolis and Louisville Railroad
MONSANTO CHEMICAL CO.
Charles A. Thomas promoted President, interest in industrial research, management record, portrait sketch....Jul 17
MONTGOMERY WARD AND CO.
John E. Struggles new Vice President, p....Nov 120
MORGAN, CLYDE B.
New President Rayonier, Inc., p....Aug 26
MORGAN, J. PIERPONT
Former residence in Glen Cove, Long Island sold for taxes by new owner, last of *Corsairs* yachts commercial cruise ship, p...Oct 126
MORGAN, J. P., AND CO.
Decline in power "House of Morgan"....Oct 127
MOROCCO
Notes on current FORTUNE reports by Herbert Solow....Sep 74
Watch Morocco, nationalist discontent under rule of French protectorate, flaws in administration, exchange controls question, problems facing U.S. mission to secure air bases, question of diplomacy, policy suggestions....Sep 95
Private Point Four in Morocco, Herbert Solow's report on lead-zinc bonanza, French architect Jean Walter's venture, Zellidja enterprise, development Bou Becker modern industrial community, U.S. participation, technology installations, progressive, native labor policy, nationalist movement problem, map....Sep 107
Builders of the Bases, report on U. S. airstrips construction project near Casablanca, joint corporate venture, Army supervision, French agreement, operating methods....Dec 93
FORTUNE error on French-U.S. dispute treaty rights corrected...Dec 174
MORONEY, BEISSNER AND CO.
Window display sales campaign Rhinelander Paper Co. stock issue ....Oct 144
MORONEY, ROBERT E.
Houston investment broker's window display sales promotion new stock issue success....Oct 144
MORRISON-KNUDSEN CO., INC.
Builders of the Bases, report on Morocco airstrips construction project, joint Atlas Constructors venture, operating procedure. Dec 94
MOSIER, ORVAL M.
Vice President American Airlines, Inc., management role, **Big-Money Airline**, p....Dec 90
MOSLEMS See Islam
MOTELS See Tourist Camps
MOTLOW, LEM
Jack Daniel Distillery acquisition from uncle, management, expansion, sons successors, **Rare Jack Daniel's**....Jul 105
Senator McKellar's remarks on Jack Daniel Distillery, reprint FORTUNE article in *Congressional Record*....Oct 76
MOTLOW, REAGOR
President Jack Daniel Distillery, management, **Rare Jack Daniel's**, p. ....Jul 106
MOTOR COURTS See Tourist Camps
MOTORS
Sun Motor General Motors development utilizes sunlight....Dec 58
MOULTON, H. G.
Condensation Brookings Institution report on economic education in U.S., **How Good Is "Economic Educatin"?**, p....Jul 84
MOVING PICTURES
Television competitive challenge, market potentialities, TV films production, Phonevision subscription films, findings on audience reaction, effect on theater receipts 1930-1951, Chicago study, charts, Hollywood attitude, **TV's Time of Trouble**....Aug 79
Documentaries public relations project Standard Oil Co. (N.J.) and affiliates, **Public Relations for the Long Pull**....Oct 109

Labor

Hollywood guilds vote against T.V.A. affiliation in NLRB jurisdiction elections ....Aug 50
MUNICIPAL LAW
Supreme Court upholds ordinances barring unsolicited vending on private property, **Supreme Court: 1951-52**....Oct 162
MURRAY, PHILIP
Forthcoming Steelworkers' wage negotiations, probable arguments; false press report Lewis seeks Tom Kennedy replacement as C.I.O. president....Nov 49
Prospective retirement as President C.I.O., replacement candidates ....Nov 54
MUSEUMS
Glass Center Corning Glass Works inauguration round tables on problems of industrial civilization, photographic essay, **Conference at Corning**....Aug 89
MUSIC
Technological effects recordings reviewed by Petrillo at union convention, union welfare fund promotes public appreciation to create employment ....Aug 48a
MUSICIANS' UNION See American Federation of Musicians

N

NASH KELVINATOR SALES CORP.

Nash Motors Division

Pinin Farina of Italy designs new line....Nov 118
NASH MOTORS DIVISION See Nash Kelvinator Sales Corp.
NATIONAL GRANGE
A.F.L. ends "appeasing," charges reactionary swing in defending farm price supports ....Sep 64
NATIONAL HOMES CORP.
Production, earnings decline, recovery result of promotion middle-priced houses ....Oct 216
NATIONAL INDUSTRIAL CONFERENCE BOARD
Study on length vacations in U.S. industry, findings....Aug 64
NATIONALIZATION OF INDUSTRY See Government Ownership
NATIONAL LEAD CO.
Titanium metal processing, joint Allegheny Ludlum project, Bureau of Mines operation....Nov 165
NATIONAL MILK PRODUCERS FEDERATION
Protest to increased cheese imports, promotion DPA amendment. Nov 77
NATIONAL PHOENIX INDUSTRIES, INC.
Merger organization Phoenix Industries, National Power and Light ....Nov 120

NATIONAL POWER AND LIGHT CO.
Phoenix Industries merger, name change....Nov 120
NATIONAL UNION OF MARINE COOKS AND STEWARDS
West Coast battle against organizational drives C.I.O. Maritime and A.F.L. Sailors' unions, deserters problem....Sep 64
NATURAL GAS See Gas, Natural
NEID, LOUIS J.
Twin City Pigeon Eliminating Co. extermination service, method....Nov 176
NELSON, FRED
Appointed President Texas Gulf Sulphur, p....Aug 25
NEVINS, ALLAN
Sees U.S. history revised to restore prestige to business....Sep 83
NEW ENGLAND
CEA survey on economic problems, recommendation for federal aid analyzed, criticisms, signs of improvement....Aug 65
NEW JERSEY
New Jersey Turnpike, portfolio color photographs by Sol Libsohn, notes on new safe speedway, construction work....Sep 89
NEW JERSEY TURNPIKE See Roads
NEW JERSEY ZINC CO.
Quebec Iron and Titanium Co. joint Kennecott venture, plant, processing, **Kennecott's Titanium Venture**....Nov 96
NEWMAN, ARCHIE
Fix-So new fabric mender enterprise, sales volume, expansion problems....Nov 208
NEWMONT MINING CORP.
Private Point Four in Morocco, participation in French lead-zinc mines development project, technology contribution....Sep 107
NEW PRODUCTS See Products, New
NEWSPAPERS
Newspaper Business: Death of a Formula, report on U.S. industry's revenue decline since 1946 despite record high circulation, basic causes, soaring newsprint costs, prewar traditional formula advertising rates, trend hypothetical large paper projected to 1952, chart, 1950 cost-revenue breakdown, table, outlook....Sep 118
Supreme Court decision on Lorain Ohio *Journal*'s monopoly power, customer boycott local radio station pending, **Supreme Court: 1951-52**....Oct 164
NEWSPRINT See Paper
NEW YORK (STATE)
Made in Buffalo, portfolio photographs by Victor Jorgensen on city's diversified industries, commercial development Erie and Niagara counties....Jul 91
A.F.L. protests Hughes-Brees bill to amend unemployment compensation law limiting scope....Aug 50
Legislature outlaws private development Niagara River power, bill for New York Power Authority control, U.S. Senate hearings....Oct 84
NEW YORK (CITY)
Mike Quill at mass meeting Transport Workers protests proposal for pay-cut with forty-hour week, wage demand....Jul 41
T.W.U. steps up police organizing campaign, charter issued; gains forty-hour week, Quill's strategy, power over Board of Transportation....Sep 57
Longshoremen's strike port tie-up, issues, settlement....Dec 47
NEW YORK, NEW HAVEN AND HARTFORD RAILROAD
Frederic C. Dumaine succeeds late father as President and Chairman....Jul 24
NEW YORK LIFE INSURANCE CO.
Mrs. Douglas Horton appointed director, first woman board member....Dec 124
NEW YORK STOCK EXCHANGE
G. Keith Funston President Trinity College appointed new President....Jul 22
NIAGARA RIVER
Niagara Power: Business Goes over the Falls, private utilities' defeatism, inaction against proposed U.S. hydroelectric development project, Lehman-Roosevelt public-power bill, Congress hearings, plant construction plan, map....Oct 83
NIELSEN, A. C.
Elected to American Marketing Association's Marketing Hall of Fame, p....Nov 124
NIMIKOS, MARKOS
Greek pumice enterprise, U.S. market....Nov 152
NORTH AFRICA See Africa
NURSERYMEN
Profits at Wayside Gardens, report on J. J. Grulemans' enterprise in Mentor, Ohio, management, operating methods, mail order business, earnings, trade position....Sep 104
NYLON
Alba Footwear, Inc. women's overshoe production final success, Du Pont loan....Nov 128

O

OCCUPATIONS
Helluva Shortage of Engineers, Lawrence P. Lessing's study current technical manpower shortage, business demand, scouting for personnel, basic causes, shortsighted national policy, draft deferment plan....Sep 93
Du Pont recruiting for engineers, methods, John Carter chief...Sep 127
O'CONOR, DANIEL J.
President Formica Co., founding, management, **Formica Is On Top**, p....Oct 116
OFFICE EMPLOYEES UNION (A.F.L.) See International Union of Office Employees
OFFICE EQUIPMENT
Automatic coin detector to salvage coins overlooked by mail openers developed....Sep 50
Permanent labels, low-cost fiberboard filing boxes for dead storage new developments, manufacturers....Nov 40
OFFICES
Transportainer portable steel field office, Dravo Corp. producer..Nov 43
OFFICE WORKERS
Birmingham firm faces problem of staff objections to move to new building outside city....Sep 181
OIL
See also Oil Pipe Lines
Sinclair Oil Corp.'s plan to underwrite inventions to improve petroleum products, laboratory facilities available, response..Sep 186
Notes on current FORTUNE study Standard Oil Co. (New Jersey).Oct 74
Jersey Company, Gilbert Burck's introduction study series on Standard Oil Co. (New Jersey) parent holding company, case history model U.S. corporation....Oct 98
I: Its Principles of Management, aims, policies, executive staff, duties towards affiliates, personnel and fiscal supervision, public relations, industrial relations....Oct 99
II: Its Affiliates in Practice, performance four companies in U.S., Canada, sales, profits, production, independent management, marketing system, antitrust issue, labor relations, unions' problems, operating areas, map....Oct 105
III: Public Relations for the Long Pull, portfolio, notes on indirect, long-range cultural promotion program parent company and affiliates, art, photography, documentary films, magazines.Oct 108
Rockefeller family's limited stock interest in Standard Oil Co. (New Jersey), John D. Jr.'s moral principle aspect of modern U.S. capitalism....Oct 181
Humble's marketing success, second in Texas, filling stations management, policies....Oct 195
Standard Oil Co. (New Jersey)'s consolidated operating gross, net revenue in 1950, affiliates' share....Oct 200
Notes on current FORTUNE reports on Standard Oil (New Jersey) foreign policy, Standard Oil Development Co. research..Nov 64
$400-Million Colchem Question, deal of Wall Street's Ferdinand Eberstadt for government guarantee Colchem Corp. venture project to manufacture from coal, hydrogenation process, pros and cons....Nov 76
IV: Foreign Policy of the Jersey Company, Gilbert Burck's report on overseas operations, affiliates' performance, 1950 earnings record, table, properties and marketing, map, development practical diplomacy, social responsibility, Gulf price issue, antitrust conformance....Nov 81
V: Creating Tomorrow's Oil, Standard Oil Development Co. research affiliate S.O.N.J., technology improvements, catalytic cracking processes, fluidized-solids powdered technique, diagrams, rise in octane rating, production 1930-1951, charts, synthetics, management coordination program, plants, company history, future prospects....Nov 112
Question of impending shortage, replacement Iran's Abadan refinery output, figure on increased production....Nov 195

Argentina

Position Standard Oil Co. (New Jersey) affiliates, native staff, labor benefits, government relations, long-term agreement proposals, state enterprise, production, map....Nov 196

Brazil

Norbert McKenna partner U. S. investment banking firm promotes oil project, efforts to meet law against foreign companies....Oct 128
Jersey Standard affiliate's position, public relations program to counter opposition, map, **Foreign Policy of the Jersey Company**....Nov 200

Colombia

International Petroleum Co.'s record as affiliate S.O.N.J., Tropical Oil Co.'s relinquishment De Mares concession, refinery contract, **Foreign Policy of the Jersey Company**....Nov 182

Cuba

Esso Standard Oil Co. (Cuba) new constructive employee relations policy, cooperative union relations, new contract....Nov 196

Iran

Question of effects stoppage Abadan refinery on world supply, Foreign Petroleum Supply Committee cooperative industry group to study....Nov 195

Middle East

Strategic resources, reserves, production, concessions, companies, economic development interest, U. S. policy briefing, map, **"Center of Soviet Aspirations"**....Aug 95
Standard Oil Co. (New Jersey) interests, affiliates' performance, practical diplomacy, social responsibility, Arabian American Oil Co. record, 1950 earnings, table, properties and marketing, map, **Foreign Policy of the Jersey Company**....Nov 185

Saudi Arabia

See Oil—Middle East

Venezuela

Creole Petroleum Corp., policy, performance as affiliate S.O.N.J., 1950 earnings record, table, practical diplomacy, social responsibility, properties and marketing, map, **Foreign Policy of the Jersey Company** ..... Nov 82

OIL PIPE LINES

Supreme Court decision nullifying Hepburn Act private interstate line common carrier for hire, **Supreme Court: 1951-52** ..... Oct 158

OIL WORKERS' INTERNATIONAL UNION

NLRB decision favoring Celanese Corp. in strike, main points involving majority issue, effect on union strategy ..... Sep 64

OLDS, IRVING

Case for business contributions to finance private colleges in speech at Yale anniversary, **Should Business Support the College?** p. ..... Dec 74

OMAHA INDUSTRIES, INC.

Defense production pool for small business, volume contracts .... Oct 172

OPTICS

Tooling Up by Telescope, report on developments in engineering optics, industrial applications, instruments, telescope, Collimator, principles, operation, British system, U. S. adaptation, Republic Aviation-Air Matériel Command research, diagrams ..... Oct 120

Increase in comparators production, use as quality-control device, operating principle ..... Oct 140

OTIS AND CO.

Kaiser and SEC close in on technical bankruptcy claim to avoid payment award in stock issue reneging suit ..... Sep 126

OVERSHOES See Boots

P

PACKAGING

"Pillo-Pak" new type solid-fluted corrugated board in production, process, producer ..... Nov 39

PACKAGING MATERIALS CORP.

"Pillo-Pak" in production, process, advantages, new enterprise, executives ..... Nov 39

PACKING INDUSTRY See Meat

PAINTINGS See Art—Paintings

PAINTS

High-heat-resistant aluminum paint marketed by Speco, Inc., quick-drying, silicon base ..... Dec 58

PALMER, DWIGHT R. G.

President General Cable Corp. fights against racial, religious prejudice in industry, direct approach to problems, p. ..... Sep 124

PALMER, H. DALE

New President Detroit Steel Products Co., p. ..... Aug 25

PAN AMERICAN AIRWAYS, INC.

Wars of the International Airlines, report on T.W.A. controversy over kind of competition North Atlantic routes, opposition to "area" competition proposals, testimony at Senate hearing on bill to separate subsidy international air-mail pay, diplomatic angle, passenger traffic situation, flights, map ..... Oct 96

PAPER

See also Paper Boxboard

Production increase over basic demand index sign of general business situation ..... Jul 21

Ion exchange process to solve sultur and sodium waste problem, West Virginia Pulp and Paper research, diagram ..... Jul 112

Soaring newsprint price basic cause of revenue decline U. S. newspaper industry, Canadian industry's position, failure to expand facilities, question of capital costs, average price trend compared to wholesale commodities 1939-1950, chart, **Newspaper Business: Death of a Formula** ..... Sep 118

American Israeli Paper Mills Ltd., Israel mill project, financing, Prime Minister Ben-Gurion's deal ..... Sep 128

New wood-pulp process utilizing mixed species short-fiber trees for wrapping paper under experiment in French Africa ..... Oct 170

PAPER BOXBOARD

Production increase over demand index sign of general business situation ..... Jul 21

"Pillo-Pak" new type solid-fluted corrugated board in production, continuous-mold process, waste raw material, Packaging Materials Corp. project ..... Nov 39

PARITY PRICES See Prices—Regulation

PARKER, WILLIAM A.

Heads Rayonier, Inc. committee appointing new President ..... Aug 26

PARKER PEN CO.

Flaminaire French cigarette lighter license ..... Nov 210

Experiment to discontinue time clocks success ..... Dec 73

PAXTON, ROBERT

Named Executive Vice-President General Electric Co., p. ..... Aug 20

PENNSYLVANIA SALT MANUFACTURING CO.

This Is a Laboratory, portfolio color photographs by Paul Weller, notes on research laboratory old Philadelphia estate ..... Oct 89

PENSIONS

WSB panel report recommendation on controls, negotiated plans ..... Dec 52

PENTAGON See United States—Defense, Department of

PERMANENTE CEMENT CO.

Unit in Kaiser industrial empire, chart, sales volume, founding, government contract, **Arrival of Henry Kaiser** ..... Jul 69

PERMUTIT CO.

Ion exchange operations, sales volume, **Plastics That Sort Atoms** . Jul 109

PERSONNEL SYSTEMS

Du Pont recruiting for engineers, methods, John Carter chief .... Sep 127

Screening methods, integration programs for wives of prospective top executives, **Corporation and the Wife** ..... Nov 109

PETERSON, P. O.

Appointed Studebaker Executive Vice President, p. ..... Dec 122

PETRILLO, JAMES C.

Reports on technological effects recordings results of abandoning fight for ban at Musicians union convention, welfare fund financed by royalties success, new TV contract, p. ..... Aug 48a

PHELPS, EDWARD F., JR.

Assistant Director OPS, p. ..... Sep 126

PHILANTHROPY

Should Business Support the College? U. S. corporations' stake in contributions to private, independent colleges, Irving Olds' speech endorsing ..... Dec 74

PHILOSOPHY, POLITICAL See Political Philosophy

PHOENIX INDUSTRIES, INC.

National Power and Light merger, name change, other expansion operations ..... Nov 120

PHONEVISION See Television—Programs

PHONOGRAPHS AND PHONOGRAPH RECORDS

James Petrillo reviews technological effects Musicians union abandoning fight for recording ban, royalties to welfare fund to promote music relief measure ..... Aug 48a

PHOSPHATES

Jack R. Simplot's superphosphate fertilizer plant in Idaho, production ..... Dec 118

PHOTOGRAPHY

Made in Buffalo, Victor Jorgensen's portfolio on city's diversified industries ..... Jul 91

Chicago River, Walker Evans' portfolio on city canal ..... Aug 99

New Jersey Turnpike, color portfolio by Sol Libsohn on new speedway, construction work ..... Sep 89

This Is a Laboratory, color portfolio by Paul Weller on research laboratory Pennsylvania Salt Manufacturing Co. in Whitemarsh Hall old Philadelphia estate ..... Oct 89

Standard Oil Co. (N. J.) documentary collection, periodical on layouts, public relations program, examples ..... Oct 112

G. M. Technical Center, color portfolio by Ezra Stoller ..... Dec 82

PIGEONS

Twin City Pigeon Eliminating Co. extermination service, trap method ..... Nov 176

PIGS See Hogs

"PILLO-PAK" See Paper Boxboard

PILOTS, AIR See Aviation—Pilots

PIPE

Quick-Lok coupler for portable piping devised by R. M. Wade and Co. ..... Aug 30

PIRIE, JOHN T., JR.

Carson, Pirie, Scott management, rejuvenation, p. ..... Sep 124

PLANTS

Profits at Wayside Gardens, report on nursery enterprise in Mentor, Ohio, management, operating methods, cost accounting, control system, emphasis on specialties, mail order business, earnings record, trade position ..... Sep 104

PLASTICS

Plastics That Sort Atoms, report on developments in ion-exchange resins, processes, industrial and medical applications, diagrams, producers, equipment, industry's position, growth .. Jul 107

Formica Is on Top, report on Formica Co.'s laminated decorative material, properties, processing technique, company history, growth, conservative management, selling system, competitive position ..... Oct 116

Metal coating electroplating process developed by Plastiplate Co. . Nov 44

PLUTONIUM

Profits and Plutonium, AEC-industry partnership agreements for study feasibility private operation reactors, to improve technology, cut costs, commercial production ..... Aug 66

POINT FOUR PROGRAM See Investments, Foreign

POLICE

T.W.U. steps up organizing campaign in New York City, charter issued, Commissioner's opposition ..... Sep 57

POLITICAL PHILOSOPHY

Bread, Freedom and Businessmen, Sidney Hook's challenge to business to assume leadership to strengthen strategic political and cultural freedoms of American way of life, basic concept ..... Sep 117

POLLS

Psychological Corp. survey nation's "selfish interests," change from two years ago ..... Nov 74

PORTER, URQUHART

Builders of the Bases, PUSOM joint venture Moroccan airstrips construction project ..... Dec 94

PORTOCARRERO, RENE

Painting in Esso Standard (Cuba) new office building in Havana . Oct 111

POSTERS See Art—Posters
POTATOES
Aroostook without Subsidy, advantages discontinuance government crop control-price-support program to growers Aroostook County, Maine, plans for 1951 crop, marketing improvements, packaging....Jul 65
POUND, GRELLET C.
Promoted President Kraft Foods Co., p....Nov 122
POWELL, OLIVER S.
Chairman Voluntary Credit Restraint Committee, organization, anti-inflation program, methods, **Bankers Do a Job**....Oct 93
POWERS, DONALD C.
New President General Telephone Corp., p....Jul 24
PREFABRICATION
National Homes Corp. production, earnings, recovery result of promotion middle-priced houses....Oct 216
PRELOAD CORP.
Pioneer utilization prestressed concrete, mechanized technique in tank construction, **New Ways with Concrete**....Aug 110
PRESS See Newspapers
PRESSES
See also Printing Presses
Notes on FORTUNE report on shortage forging presses....Dec 39
Presses for the Jet Age, report on U. S. deficiency big closed-die forging and extrusion presses for fabrication modern planes, delays in construction program, size range, Air Force contracts, compared to Russian record, German progress, technological value, 1953-1954 outlook, diagrams....Dec 111
PRICE, GWILYM A.
Modest home in Pittsburgh, p....Oct 127
PRICE, JAMES
National Homes Corp. recovery result of promotion middle-priced houses....Oct 216
PRICE, RALPH C.
Jefferson Standard Life Insurance Co. family control dispute, p....Nov 118
PRICES
Averages commodity, farm products, industrial, consumer ease, trend 1948-1951, chart....Jul 21
Downward trend, outlook, retail vs. manufacturers....Sep 27
Current and constant prices in relation to gross national product, 1929-1951 (est.), chart, trend outlook....Oct 26
Short-term trend stable, commodities vs. industrial, decline prospects, 1950-1951, charts....Nov 27

Regulation

United Mineworker's executive board attacks controls....Jul 48
Aroostook without Subsidy, advantages discontinuance federal parity price supports on potatoes Aroostook County, Maine...Jul 65
Supreme Court decision invalidating state fair-trade laws industry price-fixing praised....Jul 67
Supreme Court decisions nullifying Robinson-Patman Act on price discrimination, cutting, fair trade laws on minimum resale prices reviewed, **Supreme Court: 1951-52**....Oct 119
Meat: The Price of Being Law Abiding, ill-effects of OPS beef formula on packing industry, results of strict compliance with law....Dec 75
PRINTING PRESSES
Harris-Seybold Co. develops five-color, sheet-fed offset press...Sep 49
PROCESS CONTROL EQUIPMENT See Control Equipment
PRODUCTION
Increase in annual rate gross national product second quarter 1951 compared to 1948-1950, shift to defense output, chart....Jul 19
Question of productivity-wage increases, WSB hearing, debate between industry and labor spokesmen....Jul 41
$50 billion rise in annual rate second quarter 1951 analyzed....Sep 26
Sharp rise in industrial output, per man-hour productivity last three years, potential increase, $200 billion gross national product, in relation to prices, liquid assets, trends in various industries, indexes, charts....Oct 25
Sampling Monitor new quality control device for inspection, operation....Oct 48
Tooling Up by Telescope, report on precision optical tooling system developments, big advance in mass-production technology, aircraft industry application, principles, instruments, diagrams....Oct 120
Long-range trend 1950 decade post-defense economy, projections based on FRB industrial index, consumer durables market in relation to, 1920-1951 (est.), chart....Nov 25
Slow industrial rise, FRB index short of spring high, defense program situation, components bottleneck....Dec 25

Great Britain

Total record since 1945 appraised, industrial capacity, efficiency question, effects of Labor Government policies, state controls, compared to other countries, table, John Jewkes' observations, **Socialism's Legacy to Churchill**....Dec 80
PRODUCTIVITY See Production
PRODUCTS, NEW
Business Roundup new developments....Jul 30
Business Roundup current developments....Aug 28
Products and Processes, machinery developments, German house-laying device month's best....Sep 43
Products and Processes, new devices, miscellaneous developments, German movable construction scaffolding month's best....Oct 43
Products and Processes, month's developments, new type corrugated board leading item....Nov 39
Tintair new home hair colorer venture, first year's market success, product development and sales promotion program, Bymart, Inc. organization, "tax evasion angle"....Nov 102
Women's nylon overshoe final production success, Robert Alpert's venture enterprise, 1951 earnings record, financial and promotion aid....Nov 128
Products and Processes, new industrial devices, loudspeaker from France month's best....Dec 57
PROFITS
Drop in net to 1948 levels, trend in relation to inventory profit, loss, before and after taxes, chart....Aug 18
PROFIT SHARING
Pitfalls of Profit Sharing, survey of theory, practice, obstacles, question of management motives, new union interest, types of plans, experience of various companies, relation to 1950 earnings, table....Aug 104
As top executives' compensation, corporate practices, restrictions, court cases, decisions, tax aspect, study findings in *Compensating the Corporate Executive* by G. T. Washington and V. H. Rothschild summarized, **How to Pay Executives**....Dec 109
PROFITS TAX See Taxation—Profits
PSYCHOLOGICAL CORP.
Survey findings nation's "selfish interests," change in two years....Nov 74
PUBLICKER, PHILIP
Sells Morgan mansion on Long Island for taxes, local rezoning law obstacle....Oct 126
PUBLIC RELATIONS
Public Relations Gone Wild, note on airline pilot's keeping passengers informed on flight conditions over plane's public address system....Jul 66
Public Relations for the Long Pull, portfolio notes on indirect, long-range cultural promotion program Standard Oil Co. (New Jersey) and affiliates, media....Oct 108
Standard Oil Co. (N. J.) lag in establishing department explained....Oct 181
Foreign affiliates' conformance with Standard Oil (New Jersey) parent-company policy, Brazil program, French company's operations, **Foreign Policy of the Jersey Company**....Nov 200
PUBLIC UTILITIES
Electric utilities' industrial television control equipment installations, diagram, **Can Industry Use Television?**....Sep 120
Niagara Power: Business Goes over the Falls, private utilities' defeatism, inaction against proposed federal hydroelectric development project, question of private redevelopment, syndicate bid, Congress hearings, tax aspect....Oct 83
PUBLISHING
Newspaper Business: Death of a Formula, report on U. S. industry's weak earnings position, revenue decline since 1946 despite record high circulation, trend hypothetical large paper projected to 1952, chart, 1950 cost-revenue breakdown, table, basic causes, outlook....Sep 118
PULP WOOD See Wood Pulp
PUMICE
Lava Co. of Greece, Santorin Island deposits development, U. S. market, use in fabrication concrete blocks....Nov 152
PUMPS
Aerial gas pump to expedite plane refueling from tanker planes contrived by Boeing at Seattle airport....Jul 30
PURCHASING POWER See Consumption (Economics)
PUSOM
Moroccan airstrips construction project, **Builders of the Bases**..Dec 94
PUTNAM, MARK E.
New Executive Vice President Dow Chemical Co., p....Oct 132

Q

QUALITY CONTROL
Sampling Monitor new inspection device developed by General Electric Co....Oct 48
QUALITY OF PRODUCTS See Standards
QUEBEC IRON AND TITANIUM CORP.
Kennecott's Titanium Venture, report on progress new enterprise, mine property, prospecting and development reviewed, resources, processing method....Nov 96
Kennecott Copper Corp. project, financing....Nov 167
QUERCIA, MARCEL
ECA machine tools order for cigarette lighter manufacture undercut, market restrictions problem, patent license to Parker Pen Co....Nov 216
QUICK-LOK COUPLER See Couplings
QUILL, MICHAEL J.
Protests proposal for pay cut with forty-hour week at T.W.U. mass meeting, p....Jul 41
Campaign to unionize New York City police, charter, opposition, T.W.U. forty-hour week gain, union leadership, power strategy, war against Communists, Red publicity as "renegade," public misconceptions, p....Sep 57

R

RADIATION See Radioactivity

RADIO

Apparatus and supplies

Expansion in mobile two-way short wave systems, industrial installations, **Electronics Era** ..... Jul 135

Programs

Advertising spokesmen's concern over "abuses," Senator Benton's bill for reform measures ..... Dec 72

Transmission

New A.T.& T. microwave coast-to-coast relay system construction project, other industrial applications, **Electronics Era** .... Jul 79
Relay station in new A.T. & T. microwave coast-to-coast system. Oct 149

RADIOACTIVITY

Pocket radiation detector developed by AEC ..... Nov 43

RADIO CORP. OF AMERICA

ITV industrial television equipment, "chain" redesign, **Can Industry Use Television?** ..... Sep 120

RAILROAD RETIREMENT ACT

Trainmen Brotherhood's approval bill to amend protested by Railway Executives' Association ..... Oct 66

RAILROADS

John W. Barriger champion of "super railroading," Monon modernization ..... Nov 119

Equipment and maintenance

Freight diesel switchers on narrow-gauge track designed for new dock facilities in Baltimore ..... Jul 34

Finances

Western Pacific profits record, fiscal recovery, President Frederic B. Whitman's efficient management, 1944 reorganization factor ..... Sep 220

Labor

Twenty-six months Trainmen's dispute settled, terms, holdouts, bargaining resumed, problems ..... Jul 44
John Green new President C.I.O. Railroad Workers faces problems, loses Santa Fe election to A.F.L. ..... Jul 48
Trainmen's approval bill to amend "Retirement Act" protested by Railway Executives' Association ..... Oct 66

Great Britain

Faults in Transport Commission's control, costs problem, competition, **Socialism's Legacy to Churchill** ..... Dec 184

Spain

Poor condition of system, antiquated equipment, RENFE'S position, 1950 rate increase, rehabilitation requirements for military use, U.S. aid, **Spain as an Investment** ..... Nov 130

RAILWAY LABOR EXECUTIVES' ASSOCIATION

Protests Trainmen Brotherhood's approval bill to amend Railroad Retirement Act ..... Oct 66

RAND, BENJAMIN L.

Founder Remington Rand, Inc. age 96, collects life insurance, p.. Jul 29

RASPBERRY PICKER See Agriculture—Equipment

RAW MATERIALS

See also Metals
European shortages related to economic crises, U. S. aid stake, policy requirements, **Another Cold Winter in Europe** ..... Dec 71

REAL ESTATE

Chicago Realtor Traders' Club barter system for capital-gains tax evasion ..... Oct 83

RECORDINGS See Phonographs and Phonograph Records

REINFORCED CONCRETE STEEL WORKERS UNION

Local 405's new headquarters in historic Bonaparte mansion in Philadelphia ..... Aug 66

RELIGION

See also Churches
Federal Council of Churches' study on relation of Christian ethics to economic life ..... Jul 86

REMINGTON RAND CORP.

ITV industrial television equipment, Vericon device, installations, **Can Industry Use Television?** ..... Sep 120

RENT

Dilemma of ineligibility in low-rent public housing with income raise, case of Stamford, Connecticut tenants' appeal for rent raise ..... Dec 73

REPUBLICAN PARTY

Hugh R. Cullen Texas oilman anti-"regular" Republican endorses Eisenhower-for-President ..... Sep 128

REPUBLIC AVIATION CORP.

Tooling Up by Telescope, development optical tooling system, principles, operation, diagrams ..... Oct 121

REPUBLIC STEEL CORP.

Interest in Liberian Mining Co. iron-ore deposits ..... Aug 20
Cleveland plant expansion, construction, General Motors loan .... Oct 138

RESCUE TRUCKS See Trucks and Trucking

RESEARCH

Sinclair Oil Corp. opens new laboratory facilities to inventors to promote improvements in oil products ..... Sep 186
This Is a Laboratory, portfolio color photographs by Paul Weller, notes on conversion old Philadelphia estate as Pennsylvania Salt Manufacturing Co. laboratory ..... Oct 89
Creating Tomorrow's Oil, Standard Oil Development Co. convergent research program, developments in oil technology, processes, diagrams, charts ..... Nov 112
G. M. Technical Center, portfolio color photographs by Ezra Stoller, notes on new modern General Motors laboratory, correlated architectural engineering, designed by Eero Saarinen and Associates ..... Dec 82

RESERVE MINING CO.

Taconite pellets pilot plant ..... Oct 142

"RESERVISOR" See Aviation—Equipment and parts

RETAIL TRADE See Stores

REUTHER, WALTER

Post-Korea union leadership against tight wage controls, first year U.A.W.-G.M. escalator contract success, testimony for productivity increases at WSB hearing ..... Jul 41
U.A.W. Local 600 at Ford underscores revolt at anniversary celebration Ford contract, feud with Stellato, issues ..... Aug 43
Socialist concept of trade unionism, leadership decline, criticisms, **Labor's Coming of Middle Age** ..... Oct 114
Possible candidate President C.I.O. to succeed Murray on retirement, opposition ..... Nov 56

REVENUE ACT OF 1951

Tax Bill: A National Defeat, major faults ..... Sep 81

REVERE COPPER AND BRASS, INC.

James M. Kennedy promoted President, James J. Russell Chairman, expansion program, 1950 sales volume ..... Dec 120

REVLON PRODUCTS CORP.

Plan for company integration wives of salesmen, "Psycho-Revlon Theory," **Corporation and the Wife** ..... Nov 150

REYNOLDS AND CO.

Promotion Brazilian oil project under Norbert McKenna ..... Oct 128

RHINELANDER PAPER CO.

Stock issue, Houston, Texas investment broker's sales campaign, window display merchandising ..... Oct 144

RHOADS, J. E., AND SONS

250-year-old firm, family ownership record, partners, production. Nov 155

RIDDLE, HUGH

Midway Airlines Chicago air taxi enterprise ..... Sep 156

RINGWOOD IRON MINES, INC.

Reactivates New Jersey magnetite mines, purchase from Government ..... Sep 174

ROADS

New Jersey Turnpike, portfolio color photographs by Sol Libsohn, notes on new safe speedway, construction work ..... Sep 89
Komac new repair material developed by Koppers Co. ..... Oct 47
Los Angeles Freeway first four-highway, four-level grade separation highway system under construction ..... Sep 169

Spain

Highway system, current condition, five-year repair plan, foreign aid reconstruction requirement for military transport, **Spain as an Investment** ..... Nov 130

ROBINSON-PATMAN ACT

Supreme Court decisions nullifying theory against price discrimination reviewed, **Supreme Court: 1951-52** ..... Oct 119

ROCKEFELLER, JOHN D., JR.

Promotion progressive labor policy Standard Oil Co. (New Jersey), philanthropy, moral principle example modern U. S. capitalism ..... Oct 181

ROOTH, IVAR

New Managing Director and Chairman executive board International Monetary Fund makes first report, p. ..... Oct 130

ROSSER, AL

Request union pay back salary accrued during prison term rejected ..... Oct 66

ROTHSCHILD, V. HENRY, II

Notes FORTUNE condensation *Compensating the Corporate Executive* ..... Dec 39
How to Pay Executives, FORTUNE summary *Compensating the Corporate Executive* study on top management rewards, corporate practices, problems; law career, p. ..... Dec 107

ROUND TABLES See Forums

ROVENSKY, JOHN E.

New Board Chairman American Car and Foundry Co., p. ..... Jul 29

ROY, ROSS, INC.

Economic education program appraised in Brookings Institution survey, films, **How Good Is "Economic Education?"** ..... Jul 122

ROYAL TYPEWRITER CO.

Fortune Peter Ryan promoted President, sales record noted .... Nov 122

RUBBER

Rubber: Government and Glut, surplus prospect, civilian consumption decline, faults in Government control natural supplies, reactivation synthetic plants, need for basic new approach, stockpiling issue, case for private industry management, Big Four earnings first half 1951 ..... Oct 94

Labor

C.I.O. United Rubber Workers to press new wage demands, union gains reviewed, militant record under President Leland S. Buckmaster....Jul 46

Synthetic

Standard Oil Development Co. pioneer research contributions reviewed, commercial Buna-N plant, GR-S butadiene catalyst. Nov 144

RUBBER WORKERS UNION See United Rubber, Cork, Linoleum and Plastic Workers of America (C.I.O.)

RUBICAM, RAYMOND

Criticism radio, television programs in letter to Senator Benton, latter's response, bill....Dec 72

RUML, BEARDSLEY

Proposal for corporate operating expenditures as tax deduction claims reviewed, liability question....Nov 78

RUSSELL, GEORGE

New Treasurer General Motors Corp., p....Sep 132

RUSSIA

Foreign policy

"Center of Soviet Aspirations", Middle East sphere, strategic triangle, 1940 secret German agreement, briefing for U. S. policy to counter, map....Aug 93

Foreign trade

East-West Trade, Western Europe's flourishing trade, danger of dependence on Soviet imports, economic control, U.S. pressure to embargo strategic materials....Aug 68

RYAN, FORTUNE P.

Promoted President Royal Typewriter Co., p....Nov 122

RYAN, JOSEPH P.

Position in wildcat strike I.L.A. New York local, opposition, political feud with Gene Sampson, settlement negotiations, retirement prospect, possible successor....Dec 48

RYNDAM, S. S.

Luxury facilities for tourist class....Sep 83

S

SAARINEN, EERO

Notes on FORTUNE portfolio on design General Motors Technical Center, famous father, p....Dec 39

SAARINEN, EERO, AND ASSOCIATES

G. M. Technical Center, portfolio color photographs by Ezra Stoller, notes on design new modern General Motors laboratory, architectural engineering achievement....Dec 82

SAGINAW, MICHIGAN

Union opposition, suit against new income and profits taxes....Dec 73

ST. JOSEPH LEAD CO.

Private Point Four in Morocco, participation in French lead-zinc mines development project, technology contribution....Sep 107

SALARIES

How to Pay Executives, summary of authoritative study *Compensating the Corporate Executive* by George T. Washington and V. Henry Rothschild II, top management rewards, incentives, corporate practices, deferred payment "tax-free" plans, legal restrictions, court decisions, take-home pay $25,000-$300,000 income after 1952 taxes, $10,000 raise, table..Dec 107

SALES AND SALESMANSHIP

See also Advertising; Merchandising

General Mills' stock investment promotion stunt, Why-I-Like-Wheaties contest, stocks prizes....Jul 67

Colgate-Palmolive-Peet salesmen's strike, collapse of union contract negotiations on security issue, agreement terms, wage increase, commission system to replace bonus, union membership....Oct 64

Supreme Court upholds municipal ordinances barring unsolicited vending on private property....Oct 162

Elton F. MacDonald's merchandise-incentive campaign advisory services, clients, methods, growth of enterprise, earnings....Nov 202

"Kiddie Koop" baby-deposit bank installation, service-sales promotion idea....Nov 206

SALES PROMOTION See Sales and Salesmanship

SALMANOWITZ, JULES M.

New President New York Produce Exchange, p....Jul 22

SAMPLING MONITOR See Machinery, Automatic

SAMPSON, JOHN J.

Leadership Longshoremen's wildcat strike New York waterfront, issues, Ryan's opposition, political angle, biographical sketch, p....Dec 48

SANTOMASO, GIUSEPPE

Painting of refinery prize-winner in Esso Standard Italiana art contest....Oct 110

SAUDEK, ROBERT

Director Ford Foundation TV-Radio Workshop, p....Dec 117

SAUDI ARABIA

Arabian American Oil Co. concession government partnership deal, economic development program....Aug 96

SAUNDERS, DERO A.

Editing FORTUNE report on suburban branch store, career, p....Dec 39

Signed article **Race for the Suburbs**, report on rapid growth suburban department store branches, regional shopping centers....Dec 99

SAVIGNAC, RAYMOND

Note on advertising cow inspiration for cartoon....Nov 64

Savignac leading European poster artist, flamboyant style, portfolio examples, notes by Leo Lionni....Nov 105

SAVINGS

Consumer increase, main types, 1948-1950, estimated to second quarter 1951, compared to rise in consumer debt, chart....Aug 15

SCAFFOLDING See Construction Equipment

SCHAEFER, J. E.

Vice President Boeing Airplane Co., management role, **Boeing's Bombers**, p....Sep 103

SCHULTZ, ELMER

Wayside Gardens management role, **Profits at Wayside Gardens**. Sep 104

SCORDIA, ANTONIO

Painting of oil plant prize-winner in Esso Standard Italiana art contest....Oct 110

SCRAP METALS

Process to salvage enameled steel developed by New Process D-Enameling Corp....Oct 47

Bethlehem Steel salvages steel at automobile demolition graveyard, cost-cutting handling method....Nov 40

Fifteen Years of Scrap Shortage? short steel scrap supply steel industry expansion program obstacle, Bernard Etcheverry's survey findings, prediction....Dec 76

SEAGRAM, JOSEPH E., AND SONS

Art program for employees, picture-lending library....Oct 164

SEA WATER

Ion exchange to demineralize as fresh water, price compared to distillation....Jul 118

SERVANTS

Shortage household servants in U. S., want ad for couple $500 monthly salary....Sep 83

SHARRER, HONORE

Sketch drawing of U. S. overseas construction workers....Dec 96

SHEDS

Transportainer portable steel box field office or tool shed, Dravo Corp. producer....Nov 43

SHELL OIL CO.

President H.S.M. Burns, management record, portrait sketch....Sep 124

SHELLY, WARNER S.

Promoted President N. W. Ayer and Son, Inc....Dec 120

SHEREN, NORMAN

Fix-So new fabric mender enterprise, sales volume, expansion problems....Nov 208

SHERMAN ANITRUST ACT

Supreme Court decision nullifying Miller-Tydings amendment sanctioning state fair trade laws reviewed, **Supreme Court: 1951-52**....Oct 119

SHIPPING

See also Steamship Lines

Labor

Harry Bridges' West Coast longshoremen's power unaffected by expulsion from C.I.O., sympathy demonstration for Marine Engineers' in jurisdictional strike over expiration Isthmian line contract....Nov 52

I.L.A. New York local waterfront wildcat strike, grievance new contract terms, settlement....Dec 47

SHIPS

Liners

Ryndam new idea in ocean passenger shipping, luxury facilities for tourist class....Sep 83

Submarines

New two-cycle diesel engine designed by General Motors Corp., installation....Sep 43

SHOPPING CENTERS

Race for the Suburbs, Dero A. Saunders' report on rapid growth regional shopping centers, modern design, facilities, Skokie Marshall Field project, merchandising, sales volume, downtown store competition, traffic problem....Dec 99

SHOT-PEENING MACHINE See Machinery

SIKORSKY, IGOR

1951 Guggenheim Award for engineering contributions, p....Sep 216

SI MOHAMMED, SULTAN

Position in Morocco, head of nationalist movement, independence demand, p....Sep 160

SIMPLOT, JACK R.

Diverse enterprises in Idaho, growth, p....Dec 118

SINCLAIR OIL CORP.

Plan to underwrite inventions to improve oil products, laboratory facilities open to inventors, response....Sep 186

SINGER MANUFACTURING CO.

Centennial celebration of founding, playlet, estimate on net earnings....Sep 200

SKIDMORE, OWINGS AND MERRILL
Builders of the Bases, PUSOM joint venture Moroccan airstrips construction project....Dec 94
SKOKIE PROJECT See Shopping Centers
SLOAN, ALFRED P.
Midyear General Motors report, earnings drop due to rearmament, p....Sep 127
SLOAN, ALFRED P., FOUNDATION
Brookings Institution grant for comprehensive study economic education in U. S., condensation of report, **How Good Is "Economic Education"?**....Jul 84
Socialism's Legacy to Churchill, condensation John Jewkes' report on performance, consequences British Labor Government's economic policies, state planning program....Dec 79
SMALL BUSINESS See Business and Industry—Small business
SMITH, CHARLES C.
Promoted President Hamilton Watch Co., p....Sep 132
SMITH, C. R.
President American Airlines, Inc., management, pioneer risk-taking policy, results, **Big-Money Airline,** p....Dec 87
SMITH, PHILLIPS W.
Chief of Procurement, Air Matériel Command, volume purchasing, p....Sep 128
SMITH SEDITION ACT
Supreme Court decision upholding conviction top Communists....Oct 162
SNYDER, W. CORDES, JR.
Appointed President Blaw-Knox Co., p....Nov 122
SOCIAL INSURANCE See insurance—Social
SOCIALISM
Socialist emphasis in economic education in U. S., Brookings Institution report findings, **How Good Is "Economic Education"?**....Jul 84
In U. S. labor movement, shift from "left" orientation to traditional "market unionism," leaders' attitudes, **Labor's Coming of Middle Age**....Oct 137

Great Britain

Socialism's Legacy to Churchill, condensation John Jewkes' report on Labor Government's performance, consequences of economic policies, central planning, nationalization programs, indictment of Socialism....Dec 79
SOCIALIZED MEDICINE See Medicine—Socialized
SOCIETÉ DES MINES DE ZELLIDJA
Private Point Four in Morocco, Herbert Solow's report on lead-zinc bonanza, Jean Walter's venture, modern industrial community development project, U. S. participation, management, progressive labor policy, processing methods, production, map. Sep 107
SOLAR AIRCRAFT CO.
Develops heat-resistant coat for jet engines....Sep 44
SOLAR ENERGY
General Motors Sun Motor development possible step toward harnessing power....Dec 58
SOLOW, HERBERT
Notes on current FORTUNE report on Morocco, p....Sep 74
Signed article **Private Point Four in Morocco,** report on North Africa lead-zinc bonanza, French architect Jean Walter's venture, Zellidja enterprise, development modern mine-mill community, U. S. participation....Sep 107
SOMERS, RICHARD
Canned saltless meat enterprise, financing, profits, p....Oct 218
SOUTH
Economic gains reflected in 300 per cent manufactures sales gains since 1940, industrial development, new plants....Aug 64
SOUTHWEST AIRMOTIVE CO.
Super filling station service for business planes in Dallas, 1951 earnings record, operating management, contract to refuel military planes....Oct 161
SPAIN

Economic conditions

Spain as an Investment, Mildred Adams' survey impoverished economy under Franco regime, reconstruction and development requirements U. S. aid program related to Western Europe military defense system, strategic stake, Spanish government efforts, resources, map....Nov 98
SPARK PLUGS
Anti-fouling plug developed by Boeing Airplane Co....Dec 60
SPECO, INC.
Markets high-heat-resistant aluminum paint....Dec 58
SPENCER, PERCY C.
Sinclair Oil Corp. plan to underwrite inventions to improve oil products....Sep 186
SPENDING, CONSUMER See Consumption (Economics)
SPRAYING EQUIPMENT
Aerosols refrigerant can device, 1950 production, sales volume, market expansion prospects....Dec 173
STAMFORD, CONNECTICUT
Tenants low-rent housing ineligible due to income raise, appeal to increase ceiling....Dec 73
STANDARD FRANCAISE DES PETROLES, S.A.
Public relations policy, performance as affiliate Standard Oil Co. (New Jersey), **Foreign Policy of the Jersey Company**....Nov 200
STANDARD OF LIVING

Great Britain

Current low standard results of Labor Government controls, John Jewkes' observations, **Socialism's Legacy to Churchill**..Dec 79
STANDARD OIL CO. (NEW JERSEY)
President Holman reports record net profit first half 1951....Sep 127
John R. McWilliams appointed deputy coordinator affiliated producing companies....Sep 128
Notes on current FORTUNE study by Gilbert Burck....Oct 74
Jersey Company, Gilbert Burck's comprehensive study parent holding company, case history model corporation reflecting transformation modern U. S. capitalism....Oct 98
I: Its Principles of Management, aims, policies, executive staff, "inside" board of directors, Coordination Committee, duties toward affiliates, personnel and fiscal supervision, public relations program, labor relations, employee benefits....Oct 99
II: Its Affiliates in Practice, performance four companies in U. S., Canada, sales, profits, production, independent management, marketing system, pricing, antitrust issue, efforts to comply with regulations, labor relations, employee benefits, unions' problems, refinery dispute, operating areas, map....Oct 105
III: Public Relations for the Long Pull, portfolio, notes on indirect, long-range cultural promotion program parent company and affiliates, media....Oct 108
Limited stock interest Rockefeller family, John D. Jr.'s relations....Oct 181
Consolidated operating gross net revenue in 1950, affiliates' share analyzed....Oct 200
Notes on current FORTUNE reports on foreign policy, research affiliate....Nov 64
IV: Foreign Policy of the Jersey Company, Gilbert Burck's report on overseas operations affiliates' performance, 1950 earnings record, table, properties and marketing, map, development practical diplomacy, social responsibility, application parent-company management policies, public relations, anti-trust conformance....Nov 81
V. Foreign Policy of the Jersey Company, Gilbert Burck's report on overseas operations affiliates' performance, 1950 earnings record, table, properties and marketing, map, development practical diplomacy, social responsibility, application parent-company management policies, public relations, anti-trust conformance....Nov 81
V: Creating Tomorrow's Oil, research affiliate, developments in oil technology, processes, diagrams, coordination, company history, future prospects....Nov 112
STANDARD OIL DEVELOPMENT CO.
Creating Tomorrow's Oil, developments in oil technology, convergent research program, Esso Research Center, processes, fluidized-solids new technique, diagrams, rise in octane ratings, production, 1930-1951, charts, coordination program, pilot and commercial plants, company history, management, staff, competition question....Nov 112
STANDARD OIL CO. OF BRAZIL
Public relations program, problem of law against foreign-controlled companies, map, **Foreign Policy of the Jersey Company**....Nov 200
STANDARD REFINERY UNION
Problems as independent union, company benefits issue, Bayway dispute....Oct 107
STANDARDS
Bernard De Voto's further criticism modern U. S. business standards in *Harper's*....Dec 73
STANNARD, E. T.
Presidency Kennecott Copper Corp. reviewed, management and expansion program, fiscal problems, limitations, **Kennecott Copper & Cash**....Nov 89
STARCH, DANIEL
Elected to American Marketing Association's Marketing Hall of Fame, p....Nov 124
STATES RIGHTS
Supreme Court decision rules against business use of federal injunction to escape state regulatory measures, **Supreme Court: 1951-52**....Oct 158
STEAMSHIP LINES
New Dutch liner *Ryndam* has luxury facilities for tourist class new idea in ocean passenger shipping....Sep 83
STEEL
Outlook for increase in civilian supply in 1952, volume inventory buildup....Jul 18
Kaiser Steel Corp. unit in Kaiser industrial empire, sales volume, Fontana West Coast integrated plant, financing, construction, current position, **Arrival of Henry Kaiser**....Jul 69
New U. S. Steel's Fairless Works to be in partial operation by end of year, capacity....Sep 211
Process to salvage enameled steel developed by New Process D-Enameling Corp....Oct 47
Republic Steel's Cleveland plant expansion part of industry's accelerated construction program....Oct 138
Scrap salvaged at automobile demolition graveyard, cost-cutting handling method, Bethlehem project....Nov 40
No. 1 blast furnace for U. S. Steel's new Fairless Works nears completion, largest single-unit mill....Dec 71
Swedish "mollerizing" process aluminum anti-corrosive coating introduced in U.S. by American Mollerizing Co., test plant....Dec 60

Fifteen Years of Scrap Shortage? short scrap supply industry expansion program obstacle, Bernard Etcheverry's survey findings, prediction, question of cutting production or increasing pig-iron capacity....Dec 76

Labor

Forthcoming wage negotiations, demands, opposition to stabilization formula, probable arguments....Nov 49

STEINMAN, DAVID B.

Engineering record, 1950 Norman Medal award, p....Sep 213

STELLATO, CARL

President U.A.W. Local 600 underscores revolt against Reuther at anniversary celebration Ford contract, issues reviewed....Aug 43

"Unity program" U.A.W. Ford Local opposed by Pat Rice, feud, other problems....Oct 66

Explains break with Reuther in Communist publication....Nov 50

STEVENSON, WILLIAM T.

Promoted President Texas Gas Transmission Corp., p....Jul 24

STEWART, PAUL W.

Elected to American Marketing Association's Marketing Hall of Fame, p....Nov 124

STICK-KLIP MANUFACTURING CO.

Design swinging rubber doors for cold-storage warehouses....Dec 62

STITCHING MACHINES, METAL See Metal Stitching Machines

STOCK EXCHANGE

Market appraised, bears' position, "peace stocks" vs. "war stocks" buying, Dow Jones industrials vs. *Barron's* average, chart....Sep 26

Current market decline, reaction to lower corporate earnings after taxes....Dec 26

STOCK MARKET See Stock Exchange

STOCKS

See also Stock Exchange

General Mills-Merrill Lynch promotion stunt, Why-I-Like-Wheaties contest, common stocks prize....Jul 67

Advertising promotion on *average* stockholder misleading, case for specific data on trend in broadened ownership....Aug 65

Unorthodox sales campaign, window display merchandising new issue Rhinelander Paper Co. by Houston, Texas investment broker....Oct 144

Stock-bonus, option plans as top management compensation, risks, tax aspect, restrictions, study findings in *Compensating the Corporate Executive* by G. T. Washington and V. H. Rothschild summarized, **How to Pay Executives**....Dec 109

STOLLER, EZRA

Portfolio color photographs **G. M. Technical Center**....Dec 82

STORAGE BATTERIES

New combination Fiberglas-Latex separator, retainer mat for lead-acid batteries marketed by Dow Chemical....Sep 43

STORES

Department

Hess Bros. of Allentown, Pennsylvania features Schiaparelli Paris designer for first U. S. showing new lingerie line, sales growth 1950....Nov 119

Notes on editing FORTUNE report on suburban branch stores....Dec 39

Facts of LIFO, inventory valuation method, tax aspect, costs problem with falling prices, compared to FIFO procedure....Dec 77

Race for the Suburbs, Dero A. Saunders' report on rapid growth suburban branches, regional shopping centers, design, facilities, large vs. small, merchandising policy, sales volume, downtown store competition, traffic problem due to inadequate planning....Dec 99

Christmas Business, portfolio Roy McKie's cartoon sketches on holiday merchandising programs, planning....Dec 103

Drug

Cunningham Drug Stores Michigan chain children's advertising promotion program, mechanical elephant feature....Sep 182

Food

Big Y Market at Eugene, Oregon installs customers "Rest-A-Check" turntable with seats at paying station, increase in sales....Jul 34

STOTESBURY, EDWARD T.

This Is a Laboratory, portfolio color photographs by Paul Weller, notes on conversion Whitemarsh Hall former Philadelphia estate as industry research laboratory....Oct 89

STRAUSS, MARTIN L., II

Tintair, new home hair colorer venture, first year's market success, product development and sales promotion program, Bymart, Inc. enterprise, p....Nov 102

STRIKES See Labor—Strikes

STRITZINGER, RAYMOND K.

Board Chairman Continental Baking Co., management role, R. Newton Laughlin successor-President....Dec 120

STRUGGLES, JOHN E.

New Vice President Montgomery Ward, p....Nov 120

STUDEBAKER SALES CORP. OF AMERICA

Appoints two veteran vice presidents executive vice presidents honor for expansion sales, production....Dec 122

STUMPP AND WALTER CO.

Peter Henderson Co. merger, suburban store....Jul 29

SUBMARINES See Ships—Submarines

SUBSIDIES

Aroostook without Subsidy, advantages discontinuance government price supports to Aroostook County, Maine potato-growers....Jul 65

Wars of the International Airlines, Senate bill to separate subsidies and air-mail pay on international air lines, North Atlantic lines' testimony, diplomatic problem, foreign competition danger....Oct 96

SUBURBS

Race for the Suburbs, Dero A. Saunders' report on rapid growth department store branches, regional shopping centers, population factor, traffic problem....Dec 99

SULFUR

Fresh Out of Sulfur, analysis of current shortage, consumption rise factor, world production 1914-1950, sources, uses, cost range 1900-1951, charts, potential new sources, natural gas by-product, new wells, Gulf Coast salt domes....Jul 87

Freeport Sulphur Co. discovery new brimstone deposit in swamps off Garden Island Bay....Oct 213

SUN

Sun Motor utilizes sunlight, General Motors development....Dec 58

SUN OIL CO.

Houdry thermal catalytic cracking process patent deal, commercial development, **Creating Tomorrow's Oil**....Nov 140

SUPERMARKETS See Stores—Food

SUPREME COURT See United States—Supreme Court

SWEDEN

Industries and resources

Investigation report on foreign oil companies' monopoly marketing agreements, exploitation, terms involving Standard Oil Co. (New Jersey) affiliate, **Foreign Policy of the Jersey Company**....Nov 190

SWITZERLAND

Foreign trade

New escape clause U. S. trade agreement to limit watch exports appraised, **How to Baffle Your Friends**....Nov 77

SYMINGTON, W. STUART

Speaker Bankers Trust Co. Wall Street forum for businessmen..Nov 120

SYNTEX, S. A.

Produces synthetic cortisone from diosgenin, chemical structure, diagram....Sep 170

SYNTHETIC PRODUCTS See names of products; Chemicals

T

TACONITE See Iron

TAFT-HARTLEY ACT

Enforcement provision against closed shop problem, issue "preferential hiring clause" in union contracts, NLRB stand....Sep 62

Ban on hiring hall not enforced against West Coast longshoremen, employers' association lobby for revision....Nov 52

TANKS, STORAGE

"Horton Multisphere" steel tank for liquefied gas in Texas, Chicago Bridge and Iron Co. builder....Oct 81

TAXATION

Tax Bill: A National Defeat, major faults in new legislation, provisions for rate rise inadequate....Sep 81

Corporate

See also Taxation—Excess profits, Income

Five-Year "Gravy", fast tax write-offs for five-year amortization to promote defense plants expansion, C. E. Wilson's moratorium to revise Administration policy, need for changes.Oct 85

Five per cent deductions for contributions to private colleges, Irving Olds' endorsement....Dec 74

Excess profits

Provisions new tax bill criticized, **Tax Bill: A National Defeat**..Sep 81

How Cheap Is the 18-cent Dollar? Merle H. Miller's study on operating expenditures deduction claims new 82-cent tax, research and development costs, repairs, liability question, table, landmark court decisions....Nov 78

Income

Effect on executives' mobility, incentive, Harvard Business School study findings....Aug 64

Increase in personal, corporate rates in new tax bill criticized, **Tax Bill: A National Defeat**....Sep 81

Chicago Realtors' Trade Club barter system evades capital-gains tax....Oct 83

U.A.W. suit against Saginaw, Michigan ordinance, significance..Dec 73

Facts of LIFO, problem of applying inventory valuation method in tax calculations, law, tax-savings with rising prices, example....Dec 77

Sharp rise, legal aspect of exemptions top management compensation problem, take-home pay after 1952 taxes, table, study findings *Compensating the Corporate Executive* by George T. Washington and V. Henry Rothschild II, FORTUNE summary **How to Pay Executives**....Dec 108

Profits

U.A.W. suit against Saginaw, Michigan ordinance, significance..Dec 73

France

Part of the Trouble with France, note on Ministry of Finance's announcement withholding tax notifications until after elections .....Jul 65

Great Britain

Steep progressive income tax, effect on income distribution, industry, consequences of Labor Government policy, John Jewkes' observations, **Socialism's Legacy to Churchill**.....Dec 80

Italy

Italy's Daring Tax Reform, new law to simplify intricate system direct, indirect taxes, correct inequities, evasion practices, examples .....Sep 84

TAYLOR, TAYLOR AND HOBSON, LTD.

Optical tooling system, principle, U. S. application, **Tooling Up by Telescope**.....Oct 121

TECHNOLOGY

See also Chemicals; Control Equipment; Machinery

New Ways with Concrete, report on new techniques, adaptation European innovations in U. S., need for basic research, companies, pioneer work, diagram.....Aug 107

Can Industry Use Television? report on developments in industrial television applications for automatic controls.....Sep 120

Tooling Up by Telescope, report on new precision optical tooling system, big advance in mass-production technology, instruments, principles, aircraft industry application, diagrams.....Oct 120

TELEFAX See Telegraph

TELEGRAPH

Telefax speedier delivery system under experiment by Western Union .....Aug 29

TELEPHONES

Lycoming Telephone Co. independent rural line in Pennsylvania, expansion, modernization under Ralph M. Hyle, earnings growth since 1945, new financing.....Dec 142

TELEPROMPTER See Television—Apparatus and supplies

TELESCOPE

Tooling Up by Telescope, report on developments in industrial applications, optical tooling system, principles, operation, adaptation British technique, diagrams.....Oct 120

TELEVISION

TV's Time of Trouble, report on industry's current weaknesses, economic problems, market limitations due to FCC ban on new stations, surplus sets, rising costs, deficit, challenge of competing media, hypothetical station operating cost, table, charts, cartoon.....Aug 75

Can Industry Use Television? report on possibilities closed-circuit non-broadcast system, first installations process controls, diagrams, leading producer, lag in development as technological medium.....Sep 120

Apparatus and supplies

Rapid rise in set sales factor in electronics industry growth, tube market, production, microwave relay, antenna, industry's current position, slump prospects, **Electronics Era**.....Jul 80

Decline in sets market reviewed, saturation point outlook, ownership figures in market areas, surplus, first quarter 1951 production, **TV's Time of Trouble**.....Aug 75

TelePrompter mobile prompting device for precise timing of programs, lease terms, clients, cartoon.....Nov 165

Color

ITV industrial application, medical, advantage over color film, poll finding.....Sep 121

Industrial applications

Can Industry Use Television? report on possibilities ITV close-circuit non-broadcast system, first installations process controlls, equipment, diagrams, Diamond Power Corp. leading producer, lag in development as technological medium.....Sep 120

Programs

Subscription, Phonevision potentialities, problems, legal question, Theatre Television test, film competition, Chicago saturation, charts, **TV's Time of Trouble**.....Aug 79

Advertising spokesmen's concern over "abuses," Senator Benton's bill for reform measures.....Dec 72

Stations

TV's Time of Trouble, current problems, FCC freeze ban on new stations costs problem, deficit, competition, networks, local stations, hypothetical national system costs, table, education allocations.....Aug 75

TELEVISION AUTHORITY

Hollywood guilds vote against affiliation in NLRB jurisdictional election.....Aug 50

TERRALAC See Feeds and Feeding

TETERS, DAN

Atlas Constructors manager in Moroccan airstrips project, qualifications, experience, **Builders of the Bases,** p.....Dec 126

TENNESSEE COAL, IRON RAILROAD CO.

Problem of staff objections move to new office building outside city of Birmingham.....Sep 181

TEXTILES

Slump in industry, production, prices off.....Aug 14

THEATERS

Theatre Television first major test reviewed, response, movie theaters television challenge, potential loss.....Aug 123

THEATRE TELEVISION

Prize fight first major test, response.....Aug 123

THERMAL CATALYTIC CRACKING PROCESS See Oil

THOMAS, CHARLES A.

Promoted President Monsanto Chemical Co., interest in industrial research, management record, portrait sketch, p.....Jul 17

THOMPSON, RONALD W.

New President Interlake Iron Corp., p. Sep 130

THORNYCROFT, JOHN I., AND CO., LTD.

Self-loading truck development, features.....Dec 60

THURSTON, WILLIAM P.

Fertilizer enterprise successful venture, expansion program, p...Oct 166

THURSTON CHEMICAL CO.

Fertilizer venture enterprise success, development Missouri market, sales volume, growth, plant expansion, formerly Missouri Chemical Co.....Oct 166

TIME CLOCKS

Parker Pen Co.'s experiment to discontinue success.....Dec 73

TINTAIR See Hair—Dyeing and Bleaching

TITANIUM

Kennecott's Titanium Venture, report on progress new Quebec Iron and Titanium Corp. joint Kennecott Copper Corp.-New Jersey Zinc Co. enterprise, world's largest deposit in Quebec wilderness, mining, processing methods, Kroll technique, prospecting reviewed, metallic properties.....Nov 69

TITANIUM METALS CORP.

Allegheny Ludlum-National Lead joint project, plant construction .....Nov 165

TOLERATION

Dwight Palmer President General Cable Co. fights racial, religious prejudice in industry.....Sep 124

TORROJA, EDUARDO

Design Madrid Hippodrome, **New Ways with Concrete**.....Aug 106

TOURINNS, INC.

Chain motel enterprise, management, **Money on the Roadside**...Aug 162

TOURIST CAMPS

Money on the Roadside, report on modern postwar motels, luxury features, design, top professionals, typical case, management experience, problems, finances, growth, how to establish, pros and cons as business enterprise, organizations, aims .....Aug 80

TRACTORS

Shovel integral part of tractor produced by Frank C. Hough....Jul 32

V-shaped saw attachment Caterpillar tractor bulldozing blade for tree-clearing.....Aug 28

Set of lugs to increase traction produced by Retractable Power-Set Lug Co.....Oct 43

Narrow-blade tractor bulldozer legally acceptable for U. S. highways developed by Baker Manufacturing, Allis-Chalmers....Dec 58

TRADE

See also names of countries—Foreign trade; Foreign Exchange

Fast-West Trade, flourishing Western Europe-Soviet bloc problem, U. S. pressure to embargo strategic materials inadequate policy, trade 1948-1950, table.....Aug 68

How to Baffle Your Friends, contradictory U. S. policies, position in favor of lifting international restrictions vs. new protectionism moves, skepticism at Geneva conference.....Nov 77

TRADE UNIONS See Labor—Unions

TRAFFIC

Problem related to suburban department stores, shopping centers, **Race for the Suburbs**.....Dec 99

TRAILERS

See also Trucks and Trucking

Trailer-coach industry's position, 1951 earnings record, production, market, modern features.....Dec 163

TRAILMOBILE CO.

Develops tandem trailer.....Aug 28

TRANE, REUBEN

Founder-President Trane Co., management, illness, **Trane Is Profit-Conditioned,** p.....Aug 85

TRANE CO.

Trane Is Profit-Conditioned, profits record, growth in heating, air conditioning equipment manufacturing, pioneer in heat transfer, tube-and-fin coil development, conservative management, company history.....Aug 85

TRANSISTORS

Crystal triode invention, principle, significance in electronics developments, diagrams, phototransistor, **Electronics Era**....Jul 81

TRANSPORTAINER See Sheds

TRANSPORTATION

See also Aviation; Railroads; Roads; Shipping; Trucks and Trucking

Mike Quill at mass meeting New York City Transport Workers protests proposal for pay cut with forty-hour week, wage demand .....Jul 41

Supreme Court decision nullifies Hepburn Act ICC power to control private oil pipe lines as common carriers for hire.....Oct 158

Spain

Wretched communication system, rehabilitation requirements, **Spain as an Investment**.....Nov 130

TRANSPORT WORKERS UNION OF AMERICA

Quill protests proposal for pay cut with forty-hour week at mass meeting in New York City, demands.....Jul 41

Steps up New York City police organizing drive, issues charter, opposition; Quill gains forty-hour week, union leadership, strategy, war against Communists, Communist "renegade" publicity, public misconceptions.....Sep 57

TRANS WORLD AIRLINES INC.

Wars of the International Airlines, report on Pan American dispute on North Atlantic routes, proposals for policy revision on kind of competition, Senate bill to separate subsidy from air-mail pay, hearing testimony, map.....Oct 96

TRAPS

Twin City Pigeon Eliminating Co. patented wire trap, method..Nov 176

TRAVIS, MAURICE

Secretary-treasurer Mine and Smelter Workers, Communist power, party resignation, strike strategy, p.....Oct 59

TROPICAL OIL CO.

Relinquishment De Mares oil concession in Colombia, reasons..Nov 182

TRUCKS AND TRUCKING

Super-lift truck to handle automotive dies in Oldsmobile plant built by Automatic Transportation Co.....Jul 32

Ten-ton tamdem trailer to haul construction equipment, crane-shovel attachments developed by Trailmobile Co. for Engineers Corps, contract.....Aug 28

Emergency rescue fire truck, features, Approved Fire Equipment Co. designer-producer, management, small staff of craftsmen..Sep 176

Electric underground coal-carrying car developed by General Electric Co.....Oct 48

Hi-lift plan loader mounted on standard trucks built by Airport Service Equipment Co., diverse uses, prices.....Dec 57

Mighty Antar self-loading British truck, producer.....Dec 60

TRUMAN, HARRY S.

Administration

A Little Disorder, Please, uncertainty, inconsistencies in Administration reflected in policies on inflation controls, rearmament program.....Jul 63

Those "Feeble" Indirect Controls, note on deflationary results Administration economic control program.....Jul 65

Press conference explanation new security order due to FORTUNE publication locations atomic plants, FORTUNE reply.....Nov 64

Domestic affairs

Rumor to issue FEPC order, C.I.O. Carey's complaint on delay..Jul 48

Foreign affairs

Criticism inactive policy to limit Western Europe-Soviet bloc **East-West Trade**.....Aug 69

TRUMP, FRED C.

Record as residential landlord-builder, innovations, p.....Nov 119

TRUSTS, INDUSTRIAL

Pending Supreme Court antitrust cases, Oregon Medical Society monopoly prepaid medical care; Lorain, Ohio *Journal* boycott local radio station, **Supreme Court: 1951-52**.....Oct 164

Government antitrust action, investigations oil industry, dissolution Standard Oil Co. (New Jersey) aim, public relations program to counter.....Oct 184

Swedish Government 1928 investigation report oil marketing agreement, findings, Standard Oil Co. (New Jersey) 1942 consent decree; application antitrust laws foreign affiliates...Nov 190

T.V.A. See Television Authority

T.W.A. See Trans World Airlines Inc.

TWENTIETH CENTURY FOX FILM CORP.

Executive compensation-capital gains tax scheme, stockholders' suit against excessive compensation.....Dec 109

TWIN CITY PIGEON ELIMINATING CO.

Pigeon extermination service, method, clients.....Nov 176

T.W.U. See Transport Workers Union of America

U

U.A.W. See United Automobile Workers of America

UNEMPLOYMENT See Labor—Employment

UNEMPLOYMENT COMPENSATION See Insurance—Unemployment compensation

UNION CARBIDE AND CARBON CORP.

Adger S. Johnson promoted President National Carbide division, Alex MacKenzie head new international subsidiary.....Dec 122

UNIONS See Labor—Unions

UNITED AUTOMOBILE WORKERS OF AMERICA

Walter Reuther's post-Korea leadership against tight wage controls, first year G. M. escalator cost-of-living, productivity contract success.....Jul 41

Ford Local 600 underscores revolt against Reuther at tenth anniversary celebration contract signing, Lewis guest speaker, Stellato denounced by international, seeks guaranteed wage.....Aug 43

Ford Local 600 difficulties, Stellato's "unity program" opposed by Rice, other problems.....Oct 66

Change in G. M. relations reflected in President C. E. Wilson's letter to press answering criticisms escalator wage clause inflationary.....Oct 82

Walter Reuther's socialist concept of trade unionism, leadership decline, criticisms.....Oct 114

Carl Stellato President Ford Local 600 explains break with Walter Reuther in Communist magazine.....Nov 50

Opposition, suit against city of Saginaw income and profits taxes.....Dec 73

UNITED FELDSPAR AND MINERALS CORP.

Winifred L. Haag new President, successor to late husband founder.....Dec 124

UNITED GAS, COKE AND CHEMICAL WORKERS OF AMERICA (C.I.O.)

Jurisdictional strife, appeal to headquarters for action.....Oct 66

UNITED LABOR POLICY COMMITTEE

A.F.L.'s withdrawal analyzed, basic issues.....Oct 60

UNITED MINE WORKERS OF AMERICA

Executive board attacks wage-price controls.....Jul 48

Lewis guest speaker at U.A.W. Ford local anniversary celebration underscores union revolt against Reuther, denies rumor of District 50 merger.....Aug 43

Trustees report on Welfare and Retirement Fund, $99 million balance, benefits paid.....Nov 50

UNITED RAILROAD WORKERS (C.I.O.)

New President John Green faces problems, loses Santa Fe election to A.F.L.....Jul 48

UNITED RUBBER, CORK, LINOLEUM AND PLASTIC WORKERS OF AMERICA (C.I.O.)

To press new wage demands in nine-point program, President Leland S. Buckmaster's management, militant methods.....Jul 45

UNITED STATES

Air Force

150-wing force sponsored by Senator Lodge.....Aug 63

General Phillips W. Smith Chief of Procurement, Air Matériel Command, size of staff, volume buying.....Sep 128

New Order of Power? proposal for expansion, 163-wing force central issue in Defense Department fiscal 1953 budget, new magnitude of air power, war risks.....Oct 81

Air Matériel Command's development optical tooling system, principles, operation, diagrams, **Tooling Up by Telescope**....Oct 120

Builders of the Bases, report on Moroccan airstrips construction project for Strategic Air Command, Army administration, contract, new Fifth Air Division base.....Dec 93

Deficiency big forging presses for fabrication modern planes, jet fighters, delays in construction program, contracts, General Wolfe's proposal, compared to Russian record, German progress, 1953-1954 outlook, **Presses for the Jet Age**.....Dec 111

Armed services

New Order of Power? Defense Department Statement of Forces proposed expansion program fiscal 1953 budget, central issue 163-wing Air Force, concept of "balanced forces" discarded, new magnitude military power, war risks.....Oct 81

Conscription

Current draft policy factor in shortage of engineers, new Selective Service law on college education deferment inaffective for technical training, **Helluva Shortage of Engineers**.....Sep 94

Army

Builders of the Bases, Corps of Engineers' Morocco airstrips construction project, Atlas Constructors contract.....Dec 94

Atomic Energy Commission

Profits and Plutonium, AEC-industry partnership agreements for study feasibility private operation reactors reviewed, aims, commission members in 1951, function.....Aug 66

Chronology of plant expansion, development new uranium sources, military importance, **New Order of Power?**.....Oct 82

Labor dispute, work stoppages, Paducah, Kentucky plant construction project, issues, settlement terms.....Dec 52

Civil Aeronautics Board

Mismanagement charges against Colonial Airlines and President Sigmund Janas force appointment successor.....Aug 18

Question of renewal certification North Atlantic routes P.A.A. and T.W.A., T.W.A. proposals revision kind of competition, Senate bill to separate subsidy from international air-mail pay, foreign angle, **Wars of the International Airlines**...Oct 96

Congress

House of Representatives

Tax bill criticized by "Committee on Federal Tax Policy".....Aug 64

Senate

Approval William Benton's foreign-aid law amendment to curb European cartel practices, foster labor unions.....Nov 74

Passage Magnuson-Morse amendment Defense Production Act to restrict imports agreement, foreign economic policy issue, **How to Baffle Your Friends**.....Nov 77

Council of Economic Advisers

Survey *New England Economy*, recommendation for federal aid analized, criticisms....Aug 65

Defense, Department of

New Order of Power? document Statement of Forces, F. Y. 1953 and Beyond, fiscal budget plan for expanded military program appraised, war risks....Oct 81

Defense Mobilization, Office of

Labor union representation dispute reviewed, hostility explained. Sep 87

Defense Production Administration

Manly Fleischmann's appointment as Administrator, dual NPA role, qualifications....Oct 125

$400-Million Colchem Question of approving government underwriting venture project to manufacture oil, chemical from coal, pros and cons....Nov 76

Defenses

A Little Disorder, Please, inconsistencies in Truman administration rearmament program....Jul 63

Letdown? It's Time for a Step-Up, case for intensified rearmament efforts despite Korean truce, fiscal, diplomatic aspects..Aug 63

New Order of Power? Defense Department Statement of Forces proposed expansion program fiscal 1953 budget, new magnitude military power, N.S.C. 68 document for new policy to build situations of strength to contain Soviet imperialism re-examined, war risks....Oct 81

Defense Department 1953 fiscal budget, spending, arms deliveries, 1952, 1953-55 projections, courses A, B, C, "Marshall shield" program, chart....Dec 26

Economic conditions

Business Roundup, selective readjustment pattern continuing, inflationary potentials, rise in gross national product, "real" wages with new ceiling, downward price trend, charts....Jul 17

Business Roundup, outlook for continuing letdown, readjustment, "deflationary gap" in 1952 projected, effects of defense slowdown, consumers' position, charts....Aug 13

Business Roundup, effects of defense program, boom prices, buying, production, inflation question, rise in gross national product, decline in consumer spending, 1952 outlook, charts....Sep 25

Business Roundup, sharp rise in production, per man-hour productivity last three years, potential further rise in defense boom, inflationary forces, general autumn outlook, charts....Oct 25

Business Roundup long-range trend 1950 decade post-defense economy, extreme high and low projections, possible letdown in two years, business expansion plans, confidence in normal growth factor, civilian market demand, saturation issue, short-term outlook, prices, income, charts....Nov 25

Expansion and Gloom, paradox of long-range industrial expansion plans, pessimism over socialist trend, government controls since World War II....Nov 73

Business Roundup, prosperous defense economy without inflation, weaknesses, declines in retail sales, employment, income, increased purchasing power of an hour's work, 1951 vs. 1929, 1939, charts....Dec 25

Economic Cooperation Administration

Machine tools order for French cigarette lighter manufacturer undercut, problem of world market restriction....Nov 210

Economic policy

Those "Feeble" Indirect Controls, note on deflationary results Administration's mild monetary measure, unpegging government bond prices, split on direct, indirect controls....Jul 65

Wholesome influence government restraints, guarantee on modern capitalism....Jul 67

Fair Employment Practices Commission (Proposed)

Rumor Truman to issue order for, C.I.O. Carey's complaint on delay....Jul 48

Federal Communications Commission

Plan to end freeze on licenses new television stations, criticisms of policy....Jul 82

Federal Reserve System

Deflationary effects unpegging government bond price....Jul 65

Bankers Do a Job, report on anti-inflation proposal Vountary Credit Restraint Committee, program to curb nonessential bank loans....Oct 93

Finances

Note on deflationary results mild monetary control measure, FRB unpegging government bond price, **Those "Feeble" Indirect Controls**....Jul 65

Outlook in defense spending, probable "slowdown," June 1950-1955, increase in consumer savings, charts....Aug 13

Prospective 1953 fiscal Defense Department budget, spending rate, 1952, 1953-55 projections, courses A, B, C, chart....Dec 26

Foreign economic relations

East-West Trade Western Europe-Soviet bloc problem, pressure to embargo traffic in strategic materials inadequate policy, Kem amendment, Battle bill to limit aid....Aug 68

U. S. Foreign Economic Policy, organization shortcomings, overlapping agencies, chart, experts' recommendations for centralized agency summarized, need for new definition based on world market policy, integrated Point Four program....Aug 71

Stake in Europe, need for realistic, long-term aid policy to offset economic crises, follow-up to Marshall plan emergency measure, editorial, **Another Cold Winter in Europe**....Dec 71

Spain

Spain as an Investment, Mildred Adams' survey of aid requirements for economic, industrial development, reconstruction impoverished economy of Franco regime related to Western Europe military defense system, strategic stake....Nov 98

Foreign policy

See also United States—Foreign economic relations

Letdown? It's Time for a Step-Up, case for intensified efforts in world struggle following Korean truce, rearmament, diplomatic, fiscal fronts....Aug 63

Briefing on Middle East policy to counter Russian objectives, strategic stake, military and economic aid requirements, Mutual Security Program appropriation for 1952, Point Four, Truman Doctrine, obstacles....Aug 93

N.S.C. document for new policy to build situations of strength to contain Soviet imperialism re-examined in Washington in relation to new plan for expansion armed services, war risks..Oct 82

Foreign Relations

Morocco

Watch Morocco, nationalist discontent under French protectorate obstacle in securing air bases, question of diplomacy, policy suggestions, revision old most-favored-nation treaty, ECA amendment....Sep 95

FORTUNE error on French-U. S. dispute treaty rights corrected..Dec 174

Foreign trade

Middle East volume exports, imports, specific products, chart....Aug 97

Stand against discriminatory imports quotas weak, needed new multilateral policy to foster world market system related to **U. S. Foreign Economic Policy**....Aug 148

How to Baffle Your Friends, contradictory policies, new protective restrictions on imports, case of cheese, fats, escape clause in Swiss trade agreement, position in favor of lifting international restrictions....Nov 77

Case of ECA machine tool order for French cigarette lighter manufacturer undercut due to world market restrictions....Nov 210

Government

Bureaucracy, overlapping agencies, experts' recommendations for new centralized agency for effective administration **U. S. Foreign Economic Policy**....Aug 72

Supreme Court ruling revising Administrative Procedure Act on judicial review of agency action, NLRB power....Oct 158

History

Professor Allan Nevins sees revision to restore prestige to business....Sep 83

Home Owners' Loan Corp.

Liquidation, efficient record as government agency....Jul 67

Industries and resources

See Business and Industry

Interior, Department of the

Interest in Niagara River hydroelectric development project, potentialities, private utilities' weak opposition, **Niagara Power: Business Goes over the Falls**....Oct 84

National Labor Relations Board

Position on Taft Act provision against closed shop, "preferential hiring clause," decision against A.F.L.-Utah Construction Co. agreement....Sep 62

Decision favoring Celanese Corp. in oil workers' strike, main points involving majority issue, effect on union strike strategy. Sep 64

Supreme Court decision devising ambiguous Administrative Procedure Act on judicial review of agency action, power, **Supreme Court: 1951-52**....Oct 161

Decision redefining lockout, law in favor of employers' rights in Machinists-Iowa Automobile Dealers Association case....Nov 52

1952 appropriations cut, outlook for delay in processing unfair-labor-practice cases....Dec 52

National Production Authority

Manly Fleischmann's appointment as Administrator, dual DPA role, qualifications....Oct 125

National Security Council

N.S.C. 68 document plan for new policy to contain Soviet imperialism re-examined, risks involved, **New Order of Power?**..Oct 82

Price Stabilization, Office of

Meat: The Price of Being Law-Abiding, ill-effects of beef program on packing industry, results of strict compliance with law....Dec 75

Supreme Court

Decision invalidating state fair-trade laws praised....Jul 67

Supreme Court: 1951-52, Mark H. Woolsey's annual review last term's decisions favoring free enterprise competition, more flexible economy, new term's docket....Oct 119

Wage Stabilization Board

Question new ceiling to raise "real" wages over cost of living....Jul 20

Hearing on productivity increases, Walter Reuther union witness vs. industry....Jul 42
New policy, cost-of-living formula based on Consumers' Price Index....Sep 57
Forthcoming steel negotiations, demands, opposition to stabilization formula, interim resolution on interplant inequities, backlog of petitions....Nov 49
C.I.O. convention's hostility to stabilization program....Dec 47
Panel report recommendations on controls negotiated pension plans....Dec 52
UNITED STATES STEEL CORP.
New Fairless Works to be in partial operation by end of year, capacity....Sep 211
No. 1 blast furnace for new Fairless Works nears completion, largest single-unit steel mill....Dec 71
UNITED STEELWORKERS OF AMERICA
American Smelting and Refining Co. strike, demands, WSB action, jurisdictional competition, raiding Mine and Smelter Workers....Oct 59
Forthcoming wage negotiations, demands, opposition to stabilization formula, probable arguments....Nov 49
UPJOHN CO.
Big driers part of new pharmaceutical plant....Jul 18
URANIUM
New Beaverlodge mines in northwestern Saskatchewan, Canada, Eldorado Mining government company project, prospective record output....Nov 158

V

VACATIONS
In U. S. industry, three-week trend, industrial workers' gains, National Industrial Conference Board's study, findings....Aug 64
VACUUM TUBES
Basic triode, principle compared to new electronic transistor, development, diagrams....Jul 81
VANNONI, EZIO
Italy's Daring Tax Reform program, formulation, provisions....Sep 84
VAN NOSTRAND, GEORGE C.
Vice President American Airlines de Mexico, S.A., management....Dec 158
VAUXHALL MOTORS, LTD.
Vauxhall Velox new five-passenger car, price, to market in Canada....Nov 44
VENDING See Sales and Salesmanship
VENDING MACHINES
New locker-type machine for dry cleaning being tested by Cleveland chain, U. S. Hoffman Machinery Corp. producer....Oct 48
VENEZUELA
Industries and resources
Creole Petroleum Corp. policy, performance as affiliate S.O.N.J., 1950 earnings record, table, practical diplomacy, social responsibility, properties and marketing, map, **Foreign Policy of the Jersey Company**....Nov 82
VERICON See Television—Apparatus and supplies
VESPIGNANI, LORENZO
Painting prize-winner in Esso Standard Italiana art contest....Oct 108
VETERANS
West Virginia bond issue to finance bonus screened by Banking Committee....Oct 94
VIDICON See Television—Apparatus and supplies
VOLUNTARY CREDIT RESTRAINT COMMITTEE
Bankers Do a Job, report on anti-inflation program curb on nonessential bank loans, screening methods, typical cases, organization....Oct 93
VYE, MRS. E. M.
Heavy-machinery equipment salesman for American Hoist and Derrick Co., p....Dec 124

W

WADE, R. M., AND CO.
Develops Quick-Lok coupler for portable piling....Aug 30
WAGES See Labor—Wages
WAGNER, GARY R.
New Senior Vice President General Aniline and Film Corp., p....Nov 124
WALLING, FRANK
General Manager Quebec Iron and Titanium Co., **Kennecott's Titanium**, p....Nov 162
WALL STREET See Investment Banking; Stock Exchange
WALTER, JEAN
Private Point Four in Morocco, Herbert Solow's report on lead-zinc mining venture, Zellidja enterprise, development modern industrial community, U.S. participation, map, p....Sep 107
WAREHOUSES
Swinging rubber doors for cold-storage warehouses designed by Stick-Klip Manufacturing Co....Dec 62
WASHINGTON, GEORGE T.
Notes on FORTUNE condensation on *Compensating the Corporate Executive*....Dec 39
How to Pay Executives, FORTUNE summary *Compensating the Corporate Executive* study on top management rewards, corporate practices, problems; law career, p....Dec 107
WASTE PRODUCTS
See also Scrap Metals
Sour natural gas source of sulfur, recovery process....Jul 121
Used cartons, wrappings, newsprint waste material for "Pillo-Pak" corrugated board....Nov 39
WATCHES
U. S. industry's move for new escape clause in 1936 Swiss trade agreement to restrict imports, defense argument questioned, Congress action....Nov 77
New fifteen-jewel car attachment for steering wheel, automatic winding by car motion, inventor-producer....Dec 57
WATER
See also Sea water
Ion exchange conditioning, softening processes, diagrams, equipment, municipal installations, home units, producers, rental firms; **Plastics That Sort Atoms**....Jul 108
WAYSIDE GARDENS
Profits at Wayside Gardens, report on nursery enterprise, management, operating methods, Brookville merger, earnings record, trade position....Sep 104
WEAVER, ROBERT A.
Chairman Ferro Corp., p....Sep 130
WEBBER, JAMES B., JR.
Trustee Ford Foundation, p....Dec 117
WEDEMEYER, ALBERT
Appointed Vice Presdient, director Avco Manufacturing Co., p....Aug 26
WEED, CLYDE E.
Engineering record, 1950 William L. Saunder Medal, p....Sep 218
WEISERT, JOHN C.
OPS post, p....Sep 126
WELCOME WAGON, INC.
Growth of novel advertising promotion enterprise, projects, international unit planned....Sep 146
WELLER, PAUL
Portfolio **This Is a Laboratory** color photographs Pennsylvania Salt Co. research laboratory, conversion old Philadelphia estate....Oct 89
WELLS, EDWARD, G.
Vice President Boeing Airplane Co., design jet bombers, **Boeing's Bombers**, p....Sep 103
WESTERN PACIFIC RAILROAD
Profits record, fiscal recovery, President Frederic B. Whitman's efficient management....Sep 220
WESTERN UNION
Experiments with Telefax speedier telegram delivery system....Aug 29
WEST VIRGINIA
Bond issue to finance veterans' bonus screened by Banking Committee....Oct 94
WEST VIRGINIA PULP AND PAPER CO.
Research on ion exchange process to solve waste problem, diagram....Jul 112
WHISKEY See Liquors
WHITEMARSH HALL See Estates, Country
WHITMAN, FREDERIC B.
President Western Pacific Railroad, efficient management....Sep 220
WHITNEY, JOCK
Identification occupation as "capitalist" as World War II prisoner in Germany....Dec 73
WHYTE, WILLIAM H., JR.
Signed article **Wives of Management**, study of ideal corporation wife prospective top executive, based on FORTUNE survey findings....Oct 86
Readers' response to report on executives' wives, editorial research on FORTUNE series on communication, background, p....Nov 64
Signed article **Corporation and the Wife**, second of FORTUNE two-part study on executives' wives, corporation viewpoint, personnel question, screening methods, integration programs....Nov 109
WIELAND, ARTHUR J.
Appointment as Ford Motor Co. Vice President, p....Nov 120
WILLYS-OVERLAND MOTORS, INC.
New car model, shorter than average....Dec 62
WILSON, CHARLES EDMUND
Labor dispute mobilization program reviewed....Sep 87
Midyear General Motors report, earnings drop due to rearmament, p....Sep 127
Letter to press answer to criticisms G.M.-U.A.W. escalator wage clause inflationary reflects change in company-union relations....Oct 82
Sixty-day moratorium on fast tax write-offs, **Five-Year "Gravy"**....Oct 85
Trustee Ford Foundation, p....Dec 117
WILSON, OLIVER O.
Member Schedule Committee American Airlines, Inc., **Big-Money Airline**, p....Dec 91
WINES
Wine from the California Desert, portfolio woodcuts by Antonio Frasconi on southern California industry....Sep 112
WINSTON, HENRY
Communist Party report on "renegade" implicating Mike Quill T.W.U. chief....Sep 60

WITTING, CHRIS J.
Takes over policy-making post Du Mont Television Network, p...Aug 25
WOLFE, KENNETH B.
Proposal construction large forging presses, **Presses for the Jet Age**, p.....Dec 148
WOLFF, SELMA
Editorial research on FORTUNE series on communication, background, p.....Nov 64
WOMEN
Dr. Inez Seruga Bustamante named President new Havana stock exchange, p.....Jul 22
Notes on editorial research on FORTUNE study on executives' wives .....Oct 76
Wives of Management, William H. Whyte Jr.'s study of ideal corporation wife of younger generation prospective top executive from viewpoint management, women themselves, based on FORTUNE survey findings, new rules on behavior.....Oct 86
Readers' reaction to FORTUNE report on executives' wives, editorial research on series articles.....Nov 64
In Praise of the Ornery Wife, reflections on FORTUNE studies on executives' wives, group conformity, pressure against individualism .....Nov 75
Corporation and the Wife, William H. Whyte Jr.'s second of FORTUNE two-part study on wives of coming generation executives, corporation viewpoint, personnel question, screening methods, integration programs.....Nov 109
Prominent in business, education fields, recent top executive appointments, p.....Dec 124
WOODCUTS See Art—Woodcuts
WOOD PULP
Mixed species short-fibered trees utilized in process for wrapping paper production, French Africa experiment.....Oct 170
WOOLSEY, MARK H.
Signed article **Supreme Court: 1951-52**, annual review last term's decisions favoring free enterprise competition, new term's docket; career, p.....Oct 119

Y

YACHTS AND YACHTING
Last of Morgan *Corsairs* commercial cruise ship, three ocean-going built within year, designs, foreign building to save costs .....Oct 126
YALE UNIVERSITY
God and Man at Yale by William F. Buckley, Jr., rev., campus conservative revolutionary phenomenon.....Nov 75
Irving Old's proposal corporate contributions finance private colleges in speech 250th anniversary, **Should Business Support the College?**.....Dec 74
YORK CO.
New one-ton, one-hp air conditioning unit for homes.....Oct 44
YOUNG, JAMES W.
Organization Ford Foundation TV-Radio Workshop, p.....Dec 117
YOUNG, RICHARD
American Bar Association *Journal* reference to State Department and Morocco treaty rights .....Dec 174

Z

ZELLIDJA See Societé des mines de Zellidja
ZINC
Private Point Four in Morocco, Herbert Solow's report on North Africa bonanza, Zellidja French architect's venture enterprise, development modern mine-mill community, U. S. participation, installation mechanized equipment, operating methods, production, progressive labor policy, map.....Sep 107
ZWORYKIN, V. K.
ITV industrial television interest, research on redesign R.C.A. system, **Can Industry Use Television?**.....Sep 120